CIPM
Sri Lanka

PQHRM

PROFESSIONAL QUALIFICATION IN
HUMAN RESOURCE MANAGEMENT

PATH TO BE A
CHARTERED
HR PROFESSIONAL

PQHRM SYLLABUS

WFPMA
World Federation of People
Management Associations

APFHRM
ASIA PACIFIC FEDERATION OF
HUMAN RESOURCE MANAGEMENT
Accredited course
2016 - 2019

Chartered Institute of Personnel Management Sri Lanka (Inc.)
Founded in 1959 - Incorporated by Parliamentary Act No. 24 of 1976, Amended by Act No. 31 of 2018.

CIPM is affiliated to the Asia Pacific Federation of Human Resource Management and
World Federation of People Management Associations.

The vision, mission, values and objectives of the Institute focus on the raising of
Professional Standards in Human Resource Management and Development of the Human
Resource Management Profession through a process of conducting professional examinations,
seminars / workshops, conferences, HR consultancy and research studies.

By teaming up with CIPM Sri Lanka, you become a member of a global professional community through its affiliations to
the World Federation of People Management Associations (WFPMA) and the Asia Pacific Federation of Human Resource
Management (APFHRM). This unique association presents you with an opportunity to keep abreast of the ever-evolving
global HR landscape, thereby enhancing your professional outlook.

{ **OUR VISION** }

To be a Guiding Force and Global Leader in Developing and Managing Human Capital

{ **OUR MISSION** }

Developing Innovative Practices for

Unleashing Human Potential

{ **OUR VALUES** }

◆ Courage

   Being Different, Creative, Innovative

◆ Integrity

   Ethical, Honest and sincere in all dealings

◆ Passion

   Inner drive for world-class service excellence

◆ Mastery

   Being proficient in what we do

{ OUR OBJECTIVES }

◆ To ensure a high level of professional standards and competence among the membership and those aspiring to become members.

◆ To promote the study of Human Resource Management and to encourage research into the best means and methods of applying the principles and techniques of Human Resource Management.

◆ To promote the image of the Institute and its membership, and to provide leadership to the Human Resource Management profession in Sri Lanka.

◆ To influence National Policy formulation in areas related to the Human Resource Management profession.

◆ To facilitate networking among HR professionals, to share and develop knowledge, exchange views at national as well as international level.

◆ To maintain our status as the leading HR authority in Sri Lanka by upholding high standards of competence, ethics, values and professionalism among the membership.

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MESSAGE FROM, DIRECTOR BUSINESS SCHOOL CIPM SRI LANKA

It is indeed a pleasure to welcome you to our **PQHRM** qualification. You have chosen the **Prestigious Qualification** for a Rewarding Career, and we at CIPM take pride in offering our students the ideal opportunity to start on a journey that will lead them to fulfill their dreams. Our Qualifications will give you the **Skills, Knowledge** and **Attitude** you need to succeed in your career and propel you towards becoming a Globally Recognized **Chartered HR Professional.**

Choosing the right place and the programme for your professional pursuits is a challenging decision to be made in your life, and I believe that our PQHRM qualification programme at CIPM will be a choice which you will never regret, especially if you are ambitious and determined to succeed.

CIPM provides a conducive and learner-friendly environment to pursue your education. We take extreme care of our students and guide them to achieve their goals. Our experienced and qualified team of lecturers set the highest standards to guide our students to become true professionals in the field of Human Resource Management.

When you join CIPM, you can rest assured that members of CIPM, including the support staff and management will invest time in you and   will extend to you all the encouragement which you need to achieve the success you deserve and to create the future you dream of becoming. We are fortunate to have a talented and a highly committed teaching and support staff to ensure the learning environment of our students' is the best.

CIPM has proved to be the **most-sought-after professional institute for HR in Sri Lanka** because we have not only produced a large number of Professionals but also ensured that they hold top positions in reputable organizations today. Our programmes are designed by a Faculty of Industry Experts, Management Practitioners and academics with the objective of ensuring that the future for all our students becoming both promising and rewarding.   In fact, a student holding a certificate from CIPM is warmly welcomed by prospective employers looking for the best in talent in this discipline.

All our courses are designed on track record of academic excellence, are also made flexible and affordable to suit your budget.

Our PQHRM programme has been designed with the theme of **"Developing Globally Competitive HR Professionals".** I am sure the duration of   two years and three months that   you spend at CIPM will create exciting times, and I hope that you too will become part of our continuing success.

G. Weerathunga
Director - Business School
Chartered Institute of Personnel Management Sri Lanka

The Professional Qualification in Human Resource Management (PQHRM) offered by CIPM Sri Lanka is the most sought-after professional course of study in the field of HRM in Sri Lanka.

With a view to producing globally competitive HR professionals who can create value within the HR landscape, CIPM Sri Lanka has embarked on a revolutionary academic process, in which, the syllabus of this premier PQHRM qualification has now been upgraded to be a benchmark professional HR qualification.

The new syllabus aims at producing HR practitioners endowed with superior knowledge and practical exposure to ensure the development of well-rounded HR professionals. The programme encompasses a competency-based framework and includes a 'Credit System', devised in line with the upcoming 'Sri Lanka Qualifications Framework'.

CIPM intends delivering greater value and flexibility through the new PQHRM study programme, thereby offering extensive exposure for students, both theoretical and practical, enabling them to deliver enhanced value and results that meets stakeholder expectations.

PQHRM PROGRAMME PATHWAY

The revamped PQHRM consists of FOUR (4) levels, starting from Operational Level, Managerial Level, Strategic Level I and Strategic Level II which are built around three main domains, which are Knowledge, Skill and Attitude. The period of the course of study will be 2 Years and 3 Months, inclusive of the Research Report.

PQHRM Graduate

PQHRM 4 STRATEGIC LEVEL II

(6 Months + 3 Months Research Report)

MBA in HRM MSc in HRM

MBA in HRM, MSc in HRM holders are not required to do final dissertation on Strategic Level II

PQHRM 3 STRATEGIC LEVEL I

(6 Months)

Degree in HRM/MBA (General) General Degree + 2 Years executive experience

CIPM - BSc. in HRM

*At least covering one (01) KRA in HRM

Exit Point Diploma in HRM (Optional)

PQHRM 2 MANAGERIAL LEVEL

(6 Months)

PQHRM 1 OPERATIONAL LEVEL

(6 Months)

GCE (A/L) 3 Passes in one sitting & 2 years executive experience (Entrance Test)

CCHRM

Degree

Notes:
KRA - Key Result Area
CPD - Continuous Professional Development

*The KRA's of HRM
HR Planning
Recruitment & Selection
Performance Management
Compensation (Reward) Management
Training and Development
Employee Relations
Health, Safety & Welfare
Industrial Relations
HRIS & HR Analytics

*Students can go ahead and sit for the examinations up to Strategic Level II, even without covering required practical experience. However, to obtain the qualification, the candidate should satisfy the practical experience requirement, ie; 2 year experience, until then they will be titled as 'Passed Finalists' [PF].

FOCUS OF THE PQHRM: DEVELOPING GLOBALLY COMPETITIVE HR PROFESSIONALS

"We identify, relate and apply three domains for the process of nurturing well-rounded Human Resource Management Professionals"

Attitude Domain

Skill Domain

Knowledge Domain
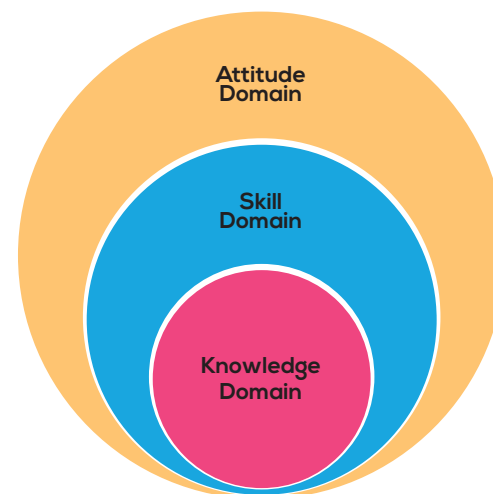
PROGRAMME STRUCTURE
8 Pillars – 4 Levels

The PQHRM programme is structured into EIGHT (8) distinct 'functional pillars' covering the FOUR (4) 'levels'. The pillars are Key HR Drivers, HR Integration with Business Strategy, Industrial Law & Legal Framework, Technology Drivers, Research Methodology, Contemporary HRM Tools, Entrepreneurial Leadership and Organisational Development and Organisational Behaviour. This architecture will drive the course in a direction that will bring value to all.

PROGRAMME STRUCTURE: 8 PILLARS - 4 LEVELS

The entire gamut of Human Resource Management subject has been encapsulated into eight distinct functional pillars, based on depth and breadth of relevant pillars and respective levels throughout the programmes.

LEVELS	PILLARS*

LEVELS

- STRATEGIC LEVEL II
- STRATEGIC LEVEL I
- MANAGERIAL LEVEL
- OPERATIONAL LEVEL

PILLARS*

1. Key HR Drivers
2. HR Integration with Business Strategy
3. Industrial Law & Legal Framework
4. Technology Drivers
5. Research Methodology
6. Contemporary HRM Tools
7. Entrepreneurial Leadership
8. Organisational Development and Behaviour
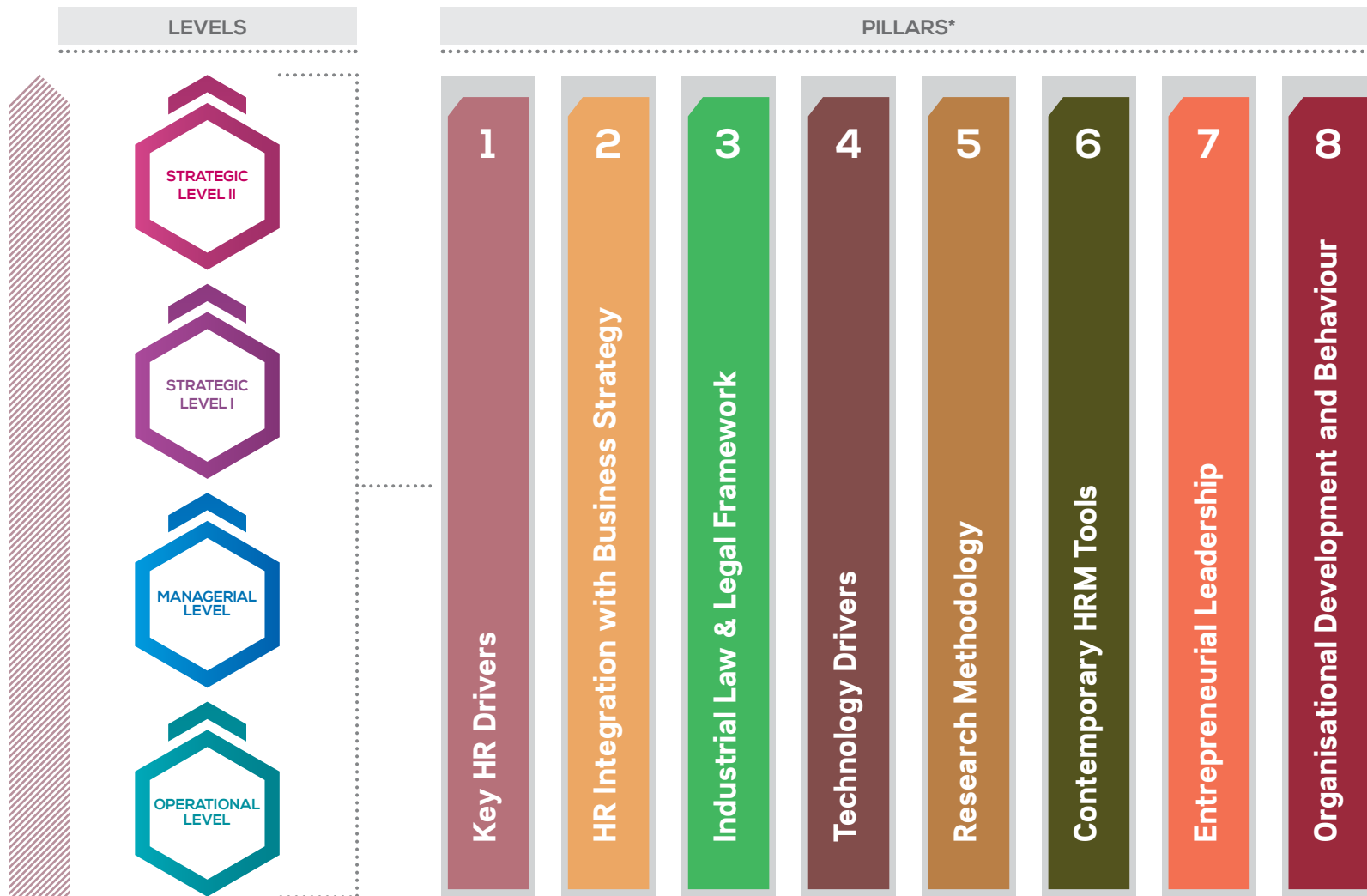
*Pillar is a distinctly identified key component which builds across all levels.

LEVELS AND INDICATIVE JOB ROLES

Level	Indicative job role
Strategic level II	HR and Business knowledge, HRM transformation as a business partner with the knowledge of developing and changing the organisation and it's culture, as well as the organisational behaviour from the cornerstone of organisational capability. To drive the HR profession with leadership and personal credibility.
Strategic level I	Strategic thinker within HR, who will be able to define HRM challenges in the organisation and come up with strategic and competitive HR solutions with the objective of meeting the demands of the management, mainly through solutions creation and implementation.
Managerial level	To develop practitioners to manage the HR function by planning, organising, leading, controlling, and executing HRM in all Key Result Areas as per the need of the organisation, ensuring effective HR service delivery.
Operational level	Provides the ability to understand the HR operation pertaining to all Key Result Areas of HRM, in order to assist or support the HR department to provide HR services to the staff.

PILLAR FOCUS

| 1 | Key HR Drivers | > | To provide students with a clear understanding of the key result areas of HRM. ie; Concepts, Theories, Practices and their Meanings in the context of HRM's role in business. |

| 2 | HR Integration with Business Strategy | > | To explain HR's evolution from an administrative function to a strategic function and as a business partner. |

| 3 | Industrial Law & Legal Framework | > | To provide an insight into the legal side of HRM. ie; How the contract of employment is structured under a normative system. |

| 4 | Technology Drivers | > | To give an insight into modern-day technology developments impacting on HR's effectiveness in playing a proactive role. |

| 5 | Research Methodology | > | To inculcate students with how Research is carried out in contemporary learning, it's analytical impact for positive/accurate end results, and the importance of disseminating findings to achieve collective knowledge-building throughout the profession. |

| 6 | Contemporary HRM Tools | > | To provide examples of best HR practices using effective tools for competitive success. |

| 7 | Entrepreneurial Leadership | > | To give insights into influential leadership models which drive effective organisations. |

| 8 | Organisational Development and Behaviour | > | To thoroughly familiarise students with the dynamics of developing successful organisations and the practical side of human behaviour. |

COMPETENCY FRAMEWORK

The competency framework of the PQHRM programme is defined based on the model introduced by the Asia Pacific Federation of Human Resource Management (2016). This framework sets out the basis under which students will acquire the Knowledge, Skills and Attitudes needed to be successful HR practitioners within an evolving business landscape which provides major challenges to the HRM fraternity.

COMPETENCY FRAMEWORK FOR THE PROGRAMME

Competency	Operational Level	Managerial Level	Strategic Level I	Strategic Level II
Credible Activist	✓	✓	✓	✓
Operational / Administrative Expert	✓	✓	N/A	N/A
Change Champion	N/A	✓	✓	✓
HRIS & Social Media Expert	N/A	✓	✓	N/A
Capability Builder	✓	N/A	N/A	N/A
Talent Manager & Organisation Designer	✓	✓	✓	✓
Business Partner	N/A	✓	✓	✓
Strategic Partner / Entrepreneur	N/A	✓	✓	✓
Social Responsibility	✓	✓	✓	✓

COMPETENCY FRAMEWORK FOR THE PROGRAMME

Competency	Definition
Credible Activist	Acts as a trusted advisor to build positive relationships within the organisation via communicating clear and consistent messages with integrity. Provides viewpoint not only about HR processes or activities but about the business demands. Influences others in a positive way through clear, consistent, and high-impact communication.
Operational / Administrative Expert	Has the ability to apply the principles and practices of human resource management to contribute to the success of the business and ensures HR processes are efficient and optimised through tracking, monitoring and continuously improving.
Change Champion	Develops change mindset, provides visionary leadership on change, involves key stakeholders and builds commitment, and facilitates and implements a variety of activities in the change process.
HRIS & Social Media Expert	Makes sense and good use of what technology offers and makes technology a viable, productive part of the work setting.
Capability Builder	Blends individual abilities into an effective and strong organisation by helping to define, assess and build it's organisational capabilities to support business strategies.
Talent Manager & Organisation Designer	Ensures the organisation is capable of identifying, retaining and attracting key talent to create competitive advantage and fulfill organisation's strategic needs. Designs the organisation appropriately to deliver organisational short-term and long-term objectives and manages the structural changes effectively.
Business Partner	Understands the business functions and metrics within the organisation and industry and works closely with senior management to develop an HR agenda that closely supports the overall objectives of the organisation.
Strategic Partner / Entrepreneur	Develops and aligns HR strategies to the business strategies with the ability to recognise local and global trends that impact the business and responds accordingly.
Social Responsibility	It is a duty that every individual has to perform in order to maintain a balance between the economy and the eco-system.

Source: Asia Pacific Federation of Human Resource Management, 2016

SUBJECT CHART
Level wise

Each pillar in the programme structure consists of subjects covering all the FOUR (4)
levels as depicted in the course book.

SUBJECT CHART: OPERATIONAL LEVEL

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Technology Drivers**	**Research Methodology**	**Contemporary HRM Tools**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Operational Level	Overview of HRM (2)*	Management Process (2)			Special One day Workshop (2)		Skills Development Part I (4)	Organisational Behaviour & Culture Part I (4)
	Employee Resourcing (4)							
	Performance Management (4)							
	Reward Management (4)							
	Learning and Development (4)							
	Employee Relations (4)							
	HR Policies and Procedure (2)							
	Health, Safety and Welfare (6)							

* One session = 3 hours

SUBJECT CHART: MANAGERIAL LEVEL

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Technology Drivers**	**Research Methodology**	**Contemporary HRM Tools**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Managerial Level	Key HR Drivers in Action (4)	Strategic Management Part I (2)	Industrial Law (4)	Social Media (2)	Special One day Workshop (2)		Leadership Skills (4)	Organisational Behaviour & Culture Part II (2)
	Learning and Development (2)	Strategic HRM Part I (4)						
	Industrial Relations (4)	Marketing Management Part I (2)						
	Employee Relations (2)	Finance Management Part I (2)					Skills Development Part II (4)	Industrial/Org. Psychology (6)
		Supply Chain Management Part I (2)						
		Project Management Part I (2)						

SUBJECT CHART: STRATEGIC LEVEL I

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Technology Drivers**	**Research Methodology**	**Contemporary HRM Tools**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Strategic Level I	International HRM (4)	Strategic Management Part II (4) & CSR		HR Analytics (2)	Special One day Workshop (2)		Skills Development Part III (2)	Organisational Development and Change Management (4)
		Strategic HRM Part II (4)						
	Human Capital Management (2)	Marketing Management Part II (2)						
		Finance Management Part II (2)						
		Supply Chain Management Part II (4)		HRIS (6)				Organisational Behaviour & Culture Part III (2)
		Project Management Part II (2)						

SUBJECT CHART: STRATEGIC LEVEL II ≫

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Technology Drivers**	**Research Methodology**	**Contemporary HRM Tools**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Strategic Level II	Consultancy Skill (4)	Mergers and Acquisitions (2)	Legal Framework (4)		Research Methods & Statistics (12)	Talent Management (2)		Knowledge Management (2)
		Total Quality Management (2)				HRM Models (12)		Organisational Behaviour & Culture Part IV (2)
								Entrepreneurship Skill (2)

ASSESSMENT IN BRIEF
Level wise

Modern methods of learning have been devised to enliven the course of studies, which will see students encountering day-to-day Human Resource Management issues and strategic ways of managing and resolving such issues.

ASSESSMENT IN BRIEF: OPERATIONAL LEVEL

	Pillar 1	Pillar 2	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Operational Level	Overview of HRM (2)	Management Process (2)	Special One day Workshop (2)	Skills Development Part I (4)	Organisational Behaviour & Culture Part I (4)
	Employee Resourcing (4)				
	Performance Management (4)				
	Reward Management (4)				
	Learning and Development (4)				
	Employee Relations (4)				
	HR Policies and Procedure (2)				
	Health, Safety and Welfare (6)				
Assessment	2 Examinations - Closed book (50%)	Case Study (10%)	Individual Assignment (10%)	Group Presentation (20%)	Case Study (10%)
Attendance Requirement	80%	100%	100%	80%	80%

ASSESSMENT IN BRIEF: MANAGERIAL LEVEL

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	HR Integration with Business Strategy	Industrial Law and Legal Framework	Technology Drivers	Research Methodology	Entrepreneurial Leadership	Organisational Development and Behaviour
Managerial Level	HR Key Drivers in Action (4)	Strategic Management Part I (2)	Industrial Law (4)	Social Media (2)	Special One day Workshop (2)	Leadership Skills (4)	Organisational Behaviour & Culture Part II (4)
		Strategic HRM Part I (4)					
	Learning and Development (2)	Marketing Management Part I (2)					
		Finance Management Part I (2)				Skills Development Part II (4)	Industrial/Org. Psychology (6)
	Industrial Relations (4)	Supply Chain Management Part I (2)					
	Employee Relations (2)	Project Management Part I (2)					
Assessment	Examination - Open Book (30%)	3 Examinations - Closed Book (15%)	Examination - Closed Book (15%)	Individual Assignment (10%)	Individual Assignment (10%)	Individual Presentation (10%)	Case Study (10%)
Attendance Requirement	80%	80%	80%	100%	100%	80%	80%

ASSESSMENT IN BRIEF: STRATEGIC LEVEL I

	Pillar 1	Pillar 2	Pillar 4	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Technology Drivers**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Strategic Level I	International HRM (4)	Strategic Management Part II (4) & CSR	HR Analytics (2)	Special One day Workshop (2)	Skills Development Part III (2)	Organisation Development and Change Management (4)
		Strategic HRM Part II (4)				
		Marketing Management Part II (2)				
	Human Capital Management (2)	Finance Management Part II (2)	HRIS (6)			Organisational Behaviour & Culture Part III (2)
		Supply Chain Management Part II (4)				
		Project Management Part II (2)				
Assessment	Examination - Closed Book (20%)	3 Examinations - Closed Book (30%)	Individual Presentation (10%)	Individual Assignment (10%)	Case Study (10%)	Individual Assignment (20%)
Attendance Requirement	80%	80%	80%	100%	100%	80%

ASSESSMENT IN BRIEF: STRATEGIC LEVEL II

	Pillar 1	Pillar 2	Pillar 3	Pillar 5	Pillar 6	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Research Methodology**	**Contemporary HRM Tools**	**Organisational Development and Behaviour**
Strategic Level II	Consultancy Skill (4)	Mergers and Acquisitions (2)	Legal Framework (4)	Research Methods & Statistics (12)	Talent Management (2)	Knowledge Management (2)
						Organisational Behaviour & Culture Part IV (2)
		Total Quality Management (2)			HRM Models (12) 1) Application & Developing of Balanced Scorecard 2) Conducting HR Audit 3) Job Evaluation 4) Grade and pay structure design 5) EVP/Employee branding 6) Strategic Rewards Models 7) Designing & Managing Employee Engagement surveys 8) Employee Assessment/Development Centers 9) Competency based HRM 10) Coaching, Mentoring & Counselling 11) Strategic Resourcing Framework 12) Business Process Outsourcing	Entrepreneurship Skill (2)
Assessment	Individual Assignment (15%)	Individual Presentation (20%)	Case study (15%)	Research Report (Proposal Defense + Viva)	Examination - Open Book (30%)	Individual Presentation (20%)
Attendance Requirement	80%	80%	80%	80%	80%	80%

SRI LANKA QUALIFICATIONS FRAMEWORK
LEVEL AND THE CREDIT WORKOUT

PQHRM Level	SLQF Level	NVQ Level	No. of Credits	Description
Strategic Level II	05	07	30	Classroom Sessions
Strategic Level I	04	06	30	Multiple Assessment Modes
Managerial Level	03	05	30	Special Workshops
Operational Level				

	Categories of Learning Outcomes	Core Area
1	Subject / Theoretical Knowledge	Knowledge
2	Practical Knowledge and Application	
3	Communication	Skills
4	Teamwork and leadership	
5	Creativity and Problem Solving	
6	Managerial and Entrepreneurship	
7	Information Usage and Management	
8	Networking and Social Skills	
9	Adaptability and Flexibility	
10	Attitudes, Values and Professionalism	Attitudes, Values, Professionalism and Vision for life
11	Vision for Life	
12	Updating Self / Lifelong Learing	Mindset and paradigm

Source: Sri Lanka Qualifications Framework, September 2015
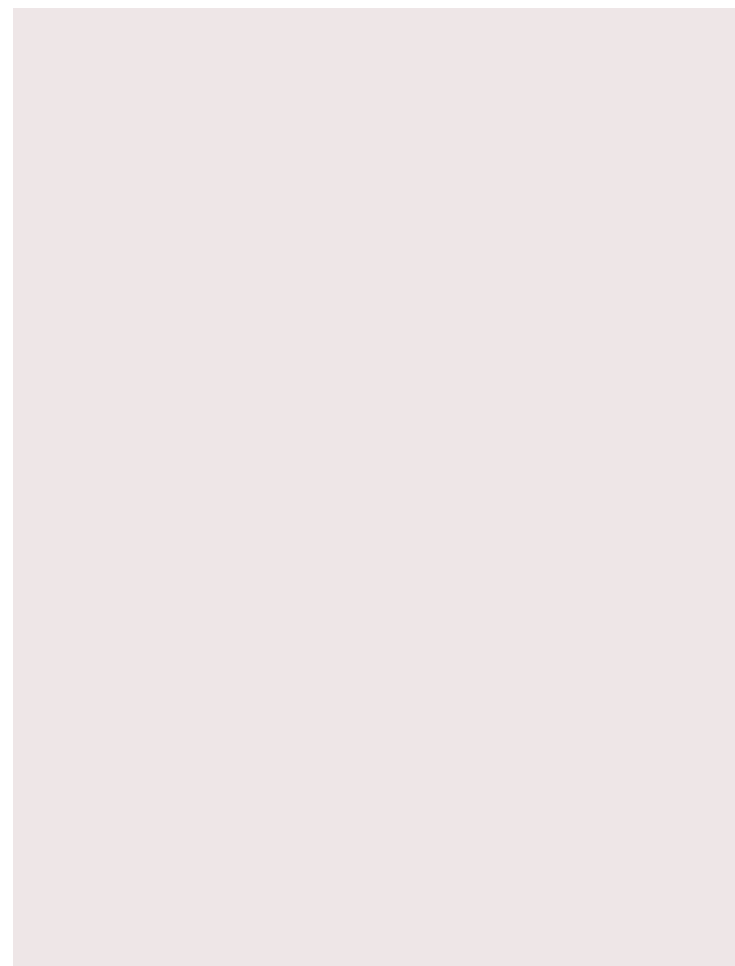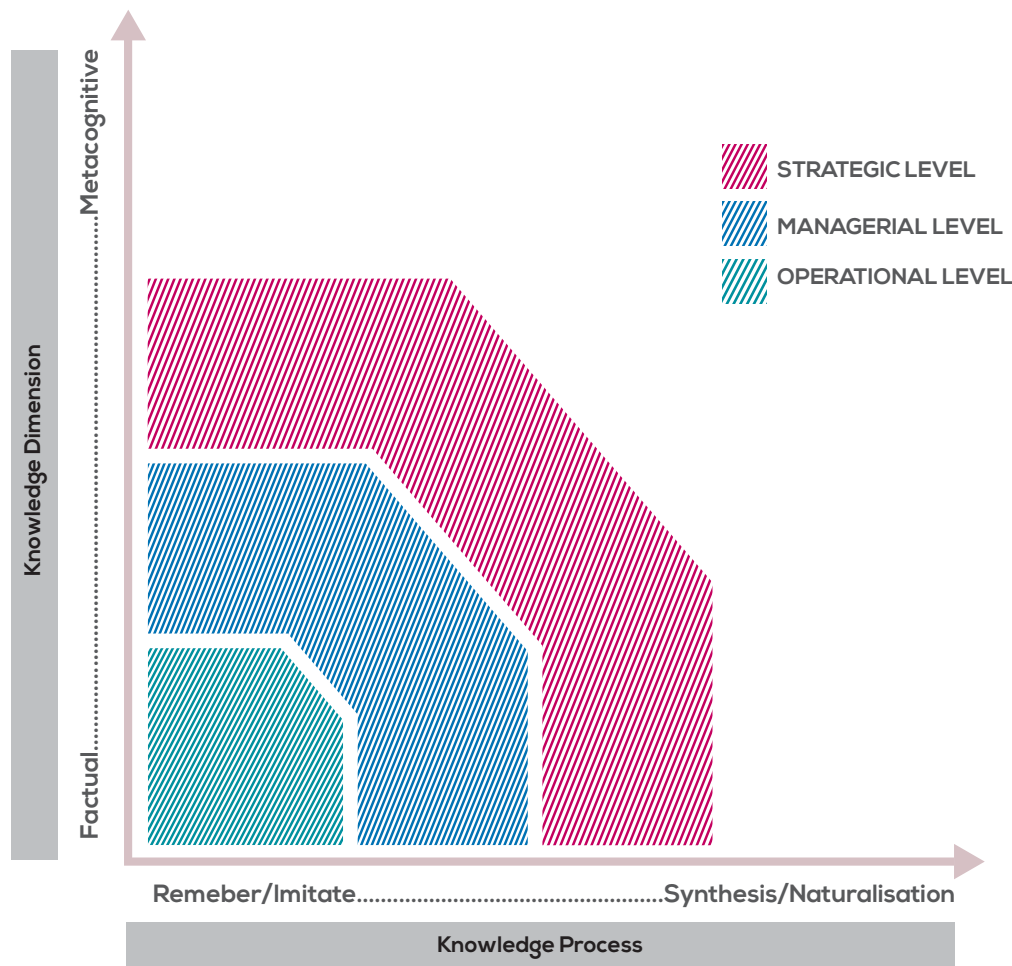
DELIVERY AND ASSESSMENT
Learning Outcomes

An architecture has been developed under Strategic, Managerial and Operational processes to create a 'knowledge dimension' and 'knowledge process' which sees the streamlining of the art of delivery and assessment of the desired outcomes of this course of study.

Emphasis has been laid in driving the knowledge dimension under four key aspects namely, Factual, Conceptual, Procedural and Metacognitive set out more fully in page 29 of the new PQHRM booklet.

Similarly, the knowledge process covers six aspects: namely, Remembering, Understanding, Applying, Analysing, Evaluating and Creating.

DELIVERY AND ASSESSMENT:
KNOWLEDGE DIMENSION AND KNOWLEDGE PROCESS

STRATEGIC LEVEL

MANAGERIAL LEVEL

OPERATIONAL LEVEL

Metacognitive

Factual

Knowledge Dimension

Remeber/Imitate...Synthesis/Naturalisation

Knowledge Process

DEFINITIONS OF TERMS

Knowledge Dimension	Knowledge Process
◆ **Factual:** The basic elements students must know to be acquainted with a discipline or solve problems.	◆ **Remembering:** Recall or retrieve previous learned information.
◆ **Conceptual:** The interrelationships among the basic elements within a larger structure that enable them to function together.	◆ **Understanding:** Comprehending the meaning, translation, interpolation, and interpretation of instructions and problems. State a problem in one's own words.
◆ **Procedural:** How to do something, methods of inquiry, and criteria for using skills, algorithms, techniques, and methods.	◆ **Applying:** Use a concept in a new situation or unprompted use of an abstraction. Applies what was learned in the classroom into novel situations in the work place.
◆ **Metacognitive:** Knowledge of cognition in general, as well as awareness and knowledge of one's own cognition.	◆ **Analyzing:** Separates material or concepts into component parts so that its organisational structure may be understood. Distinguishes between facts and inferences.
	◆ **Evaluating:** Make judgments about the value of ideas or materials.
	◆ **Creating:** Builds a structure or pattern from diverse elements. Put parts together to form a whole, with emphasis on creating a new meaning or structure.

LEARNING OUTCOMES FOR DELIVERY AND ASSESSMENT

	OPERATIONAL LEVEL	MANAGERIAL LEVEL	STRATEGIC LEVEL I & II
KNOWLEDGE DIMENSION	◆ Conceptual ◆ Factual	◆ Factual ◆ Procedural	◆ Conceptual ◆ Procedural ◆ Metacognitive
KNOWLEDGE PROCESS	◆ Remembering ◆ Understanding	◆ Applying ◆ Analysing	◆ Evaluating ◆ Creating
LEARNING OUTCOMES	◆ Define ◆ Describe ◆ Outlines ◆ Distinguishes ◆ Explain ◆ Interpret	◆ Apply ◆ Prepare ◆ Demonstrate ◆ Analyse ◆ Differentiate ◆ Illustrator	◆ Evaluate ◆ Appraise ◆ Criticize ◆ Design ◆ Rewrite ◆ Revise

Note

Above Learning Outcomes should apply for teaching and setting assessments as per the respective level of the programme. This makes the process clear in terms of level of expectations of both teaching and assessment.

ASSESSMENT IN DETAIL
Level wise

Clear learning outcomes are identified based on "Bloom's Taxonomy Theory" to achieve educational learning objectives. PQHRM would thus emphasise on actions such as Remembering, Understanding, Applying, Analysing, Evaluating and Creating.

ASSESSMENT IN DETAIL: OPERATIONAL LEVEL

	Pillar 1	Pillar 2	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Operational Level	Overview of HRM	Management Process	Special One day Workshop	Skills Development Part I	Organisational Behaviour & Culture Part I
	Employee Resourcing				
	Performance Management				
	Reward Management				
	Learning and Development				
	Employee Relations				
	HR Policies and Procedure				
	Health, Safety and Welfare				
Assessment Percentage	Examination - Closed Book (50%)	Case Study (10%)	Individual Assignment (10%)	Group Presentation (20%)	Case Study (10%)

ASSESSMENT IN DETAIL: OPERATIONAL LEVEL *- Contd;* »»»

	Pillar 1	Pillar 2	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Assessment Modes	II Exams (25% X 2 = 50%) Exam I (Subjects 1-4) Exam II (Subjects 5-8) Each Examination - 3 hours	Case Study 1,000 words	Individual Assignment 1,000 words	Presentation Group - 15 - 20 Minutes	Case Study 1,000 words
Description of the Assessment	There are four sections covering each subject. Two essay type questions per each section. One question is compulsory. 25 Marks X 4 = 100 Marks	Case Study will be given at the inception of the lecture. 100 Marks	A facilitatory session will be conducted & individual assignment will be given on the workshop day. 100 Marks	Assignment will be given at the inception of the lectures. 100 Marks for each member	Case Study will be given at the inception of the lecture. 100 Marks

ASSESSMENT IN DETAIL: MANAGERIAL LEVEL »»

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Technology Drivers**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Managerial Level	HR Key Drivers in Action	Strategic Management Part I	Industrial Law	Social Media	Special One day Workshop	Leadership Skills	Organisational Behaviour & Culture Part II
		Strategic HRM Part I					
	Learning and Development	Marketing Management Part I					
		Finance Management Part I					
	Industrial Relations	Supply Chain Management Part I				Skills Development Part II	Industrial/Org. Psychology
	Employee Relations	Project Management Part I					
Assessment Percentage	Examination - Open Book (30%)	Examination - Closed Book (15%)	Examination - Closed Book (15%)	Individual Assignment (10%)	Individual Assignment (10%)	Individual Presentation (10%)	Case Study (10%)

ASSESSMENT IN DETAIL: MANAGERIAL LEVEL - *Contd;* »»»

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Technology Drivers**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Assessment Modes	Open Book Examination 3 hours	III Exams (5% X 3 = 15%) Exam I (Subjects 1-2) Exam II (Subjects 3-4) Exam III (Subjects 5-6) Each Examination 2 hours	I Exam Examination 3 hours	Individual Assignment 1,500 words	Individual Assignment 1,500 words	Presentation Individual 10 Minutes	Case Study 1,500 Words
Description of the Assessment	There are four sections covering each subject. Two essay type questions per each section. One question is compulsory. 25 Marks X 4 = 100 Marks	Each paper consists two Sections ie A, B **Section A – Subject 01** 05 Structured questions 5 Marks x 5 = 25 Marks 02 Essay type questions based on Mini Case Study Out of two **One** question is compulsory 25 Marks x 01 = 25 Marks Subtotal for the Section A = 50 Marks **Section B – Subject 02** 05 Structured questions 5 Marks x 5 = 25 Marks 02 Essay type questions based on Mini Case Study Out of two **One** question is compulsory 25 Marks x 01 = 25 Marks Subtotal for the Section B = 50 Marks Total Marks for each paper = 100 Marks	Five Essay Type questions. 20 Marks X 5 = 100 Marks	Individual Assignment will be given at the inception of the lecture. 100 Marks	A facilitatory session will be conducted & individual assignment will be given on the workshop day. 100 Marks	Assignments will be given for each subject at the inception of the lecture. 80% of attendance is mandatory to be eligible for presentation (1 out of 2 assignments). 100 Marks	Case Studies will be given for each subject at the inception of the lecture. 80% of attendance is mandatory to be eligible for assignment (1 out of 2 assignments). 100 Marks

ASSESSMENT IN DETAIL: STRATEGIC LEVEL I

	Pillar 1	Pillar 2	Pillar 4	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Technology Drivers**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Strategic Level I	International HRM	Strategic Management Part II Professional Framework	HR Analytics	Special One day Workshop	Skills Development Part III	Organisational Development and Change Management
		Strategic HRM Part II				
		Marketing Management Part II				
	Human Capital Management	Finance Management Part II	HR Technology			Organisational Behaviour & Culture Part III
		Supply Chain Management Part II				
		Project Management Part II				
Assessment Percentage	Closed Book Examination (20%)	Closed Book Examination (30%)	Individual Presentation (10%)	Individual Assignment (10%)	Case Study (10%)	Individual Assignment (20%)

ASSESSMENT IN DETAIL: STRATEGIC LEVEL I *- Contd;* ⟫⟫⟫

	Pillar 1	Pillar 2	Pillar 4	Pillar 5	Pillar 7	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Technology Drivers**	**Research Methodology**	**Entrepreneurial Leadership**	**Organisational Development and Behaviour**
Assessment Modes	Examination - 3 hours	III Exams (10% X 3 = 30%) Exam I (Subjects 1-2) Exam II (Subjects 3-4) Exam III (Subjects 5-6) Each Examination - 2 hours	Presentation Individual / 15 Minutes	One Assignment 2,000 Words	Individual Assignment 2,000 Words	Case Study (1 out of 2 Assignments) 2,000 Words
Description of the Assessment	There are two sections covering each subject. Three essay type questions per each section. Two questions are compulsory from each section. 25 Marks x 4 = 100 Marks	Each paper consists two Sections *ie A, B* **Section A – Subject 01** 05 Structured questions 5 Marks x 5 = 25 Marks 02 Essay type questions based on Mini Case Study Out of two **One** question is compulsory 25 Marks x 01 = 25 Marks Subtotal for the section A = 50 Marks **Section B – Subject 02** 05 Structured questions 5 Marks x 5 = 25 Marks 02 Essay type questions based on Mini Case Study Out of two **One** question is compulsory 25 Marks x 01 = 25 Marks Subtotal for the Section B = 50 Marks Total Marks for each paper = 100 Marks	Presentation requirements should be given on the lecture day. Presentation should cover the contents of both subjects. 100 Marks	A facilitatory session will be conducted & Individual assignment will be given on the workshop day. 100 Marks	Individual Assignment will be given on the lecture day. 100 Marks	Case Studies will be given for each subject at the inception of the lecture. 80% of attendance is mandatory to be eligible for the assignment 100 Marks

ASSESSMENT IN DETAIL: STRATEGIC LEVEL II

	Pillar 1	Pillar 2	Pillar 3	Pillar 5	Pillar 6	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Research Methodology**	**Contemporary HRM Tools**	**Organisational Development and Behaviour**
Strategic Level II	Consultancy Skill	Mergers and Acquisitions / Total Quality Management	Legal Framework	Research Methods & Statistics (12)	Talent Management / Knowledge Management / Organisational Behaviour & Culture Part IV	
					HRM Models (12) *1) Application & Developing of Balanced Scorecard* *2) Conducting HR Audit* *3) Job Evaluation* *4) Grade and pay structure design* *5) EVP/Employee branding* *6) Strategic Rewards Models* *7) Designing & Managing Employee Engagement surveys* *8) Employee Assessment/Development Centers 9) Competency based HRM* *10) Coaching, Mentoring & Counselling* *11) Strategic Resourcing Framework* *12) Business Process Outsourcing*	Entrepreneurship Skill
Assessment Percentage	Individual Assignment (15%)	Individual Presentation (20%)	Case study (15%)	Research Report (Proposal Defense + Viva)	Examination - Open Book (30%)	Individual Presentation (20%)

ASSESSMENT IN DETAIL: STRATEGIC LEVEL II - *Contd;*

|	Pillar 1	Pillar 2	Pillar 3	Pillar 5	Pillar 6	Pillar 8
	Key HR Drivers	**HR Integration with Business Strategy**	**Industrial Law and Legal Framework**	**Research Methodology**	**Contemporary HRM Tools**	**Organisational Development and Behaviour**
Assessment Modes	Case study 2,000 Words	Presentation Individual / 20 Minutes	Case study 2,000 Words	Research Report (Proposal Defense + Viva)	Exam - Open book 3 Hours	Presentation Individual / 20 Minutes
Description of the Assessment	Case study Assignment will be provided at the inception of the lecture. The case study will be based on an actual or a simulated scenario. 100 Marks	Presentation requirements will be provided at the inception of the lecture. Students may select one out of two. 100 Marks	Case study will be provided at the inception of the lecture 100 Marks	A separate guideline to be followed. Proposal Defense & VIVA defense 100 Marks	One Exam 3 Hours The paper consists two sections, ie; Section A, B. Section A - 05 structured questions from subject 1 4 x 05 = 20 Marks. Section B - Four essay type questions based on HR Models 100 marks	Presentation requirement will be provided at the inception of the lecture. Students may select one out of three. 100 Marks

ASSESSMENT STRUCTURE OF THE PROGRAMME

Assessment Method	Operational Level	Managerial Level	Strategic Level I	Strategic Level II
Examination Close Book	2 (50%)	4 (30%)	4 (50%)	-
Examination Open Book	-	1 (30%)	-	1 (30%)
Case Study	2 (20%)	1 (10%)	1 (10%)	1 (15%)
Assignment	1 (10%)	2 (20%)	2 (30%)	1 (15%)
Group Presentation	1 (20%)	-	-	-
Individual Presentation	-	1 (10%)	1 (10%)	2 (40%)
Total	**6 (100%)**	**9 (100%)**	**9 (100%)**	**5 (100%)**

ASSESSMENT AS A PERCENTAGE

Assessment Mode	Operational Level	Managerial Level	Strategic Level I	Strategic Level II
Examination	50%	60%	50%	30%
Assignment	30%	30%	40%	30%
Presentation	20%	10%	10%	40%
Total	**100%**	**100%**	**100%**	**100%**

Operational Level **Managerial Level** **Strategic Level I** **Strategic Level II**

Examination   Assignment   Presentation
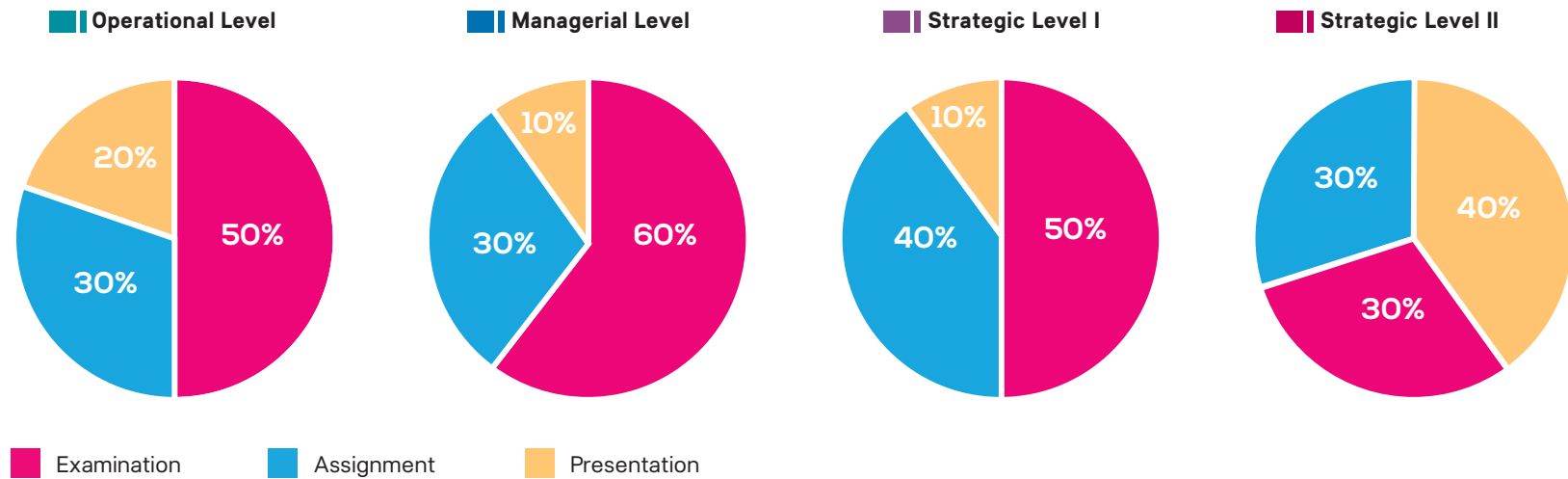
BRIDGING PLAN / ADMISSION

Admission will be through a thorough screening of applications received from potential candidates. This will be followed by a selection exam and a formal interview. Exemptions also have been identified for selected qualifications, which create an opportunity for suitably qualified candidates to enter the programme at particular levels.

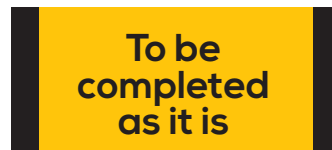# BRIDGING FROM OLD SYLLABUS TO NEW SYLLABUS

Present PQHRM

New PQHRM

Stage I		OPERATIONAL LEVEL

{ Upon successful completion of Stage I }

Stage II		MANAGERIAL LEVEL

{ Upon successful completion of Stage II }

Stage III		STRATEGIC LEVEL 1

{ At present those who are in stage III }

STRATEGIC LEVEL 11

To be completed as it is

ADMISSION AND REGISTRATION

ENTRY CRITERIA (FOR EACH LEVEL)

Entry Category	Entry Qualification	Entry by	Entry Level
CIPM, CCHRM	Successful completion of CIPM, CCHRM	Entrance Examination and Interview	Operational Level
G.C.E. A/L + Two years' Executive Experience	GCE A/L - (Local/London) 3 simple passes in new syllabus or 4 simple passes in old syllabus, excluding General English and two years executive level experience		
Degree in HRM	Successful completion of HR degree / MBA at a UGC recognised/approved University	Selection Test and Interview (Competency based Interview)	Strategic Level I
MBA General			
General Degree + two years' Executive Experience	Successful completion of a degree at a UGC recognised University with two years executive working experience	Selection Test and Interview (Competency based Interview)	Strategic Level I
Professional Qualification + two years' Executive Experience	Successful completion of a Professional Qualification from a Professional Institute/body with two years executive working experience* *Those who do not have experience in One Key Result Area of HRM are required to enter from operational level.	Selection Test and Interview (Competency based Interview)	Strategic Level I
MBA HRM/MSc HRM*	Successful completion of MBA in HRM/MSc HRM at a UGC recognised University	Interview (Competency based Interview)	Strategic Level II

*Note: Those who have completed the MBA HRM are not required to do the final dissertation in Strategic Level II

ADMISSION AND REGISTRATION - *Contd;*

Screening of Student Applications

The application can be forwarded online or filled application can be handed over to CIPM head office or regional study centre. On receipt of the application, it will be reviewed by the respective programme coordinator and confirmation will be sent to the applicant.

Selection Test

Qualified applicants are required to sit the selection Test which will be conducted by the Institute. This test is designed to assess the candidate's analytical skills, communication skills, proficiency in English and knowledge of the business environment.

Interview

The applicants who passed the selection test will be informed at the interview. At the interview, participant's original

certificates and working experience will be checked. All participants who apply for exemptions must produce original copies of their certificates and service letters.

Exemption

All students are required to fill the exemption eligibility application form in order to apply for exemptions based on their qualifications. All the exemptions will be granted only at the time of first registration and the students have to pay 'Level based fees' for the exemptions.

The following category of students may apply for exemptions. The education committee will have the right to assess and approve the exemptions. Students are required to submit relevant certificate(s) / transcript(s) of their qualification(s) along with a detailed syllabus in order to process the application.

Entry Category	Entry Qualification	Exemption	Entry Level
Degree HRM	Successful completion of HR degree at a UGC recognised University	Operational & Managerial Level	Strategic Level I
MBA/MSc General			
General Degree + 2 year experience	Successful completion of a degree at a UGC recognised University with two year working experience at a reputed organization	Operational & Managerial Level	Strategic Level I
MBA HRM/MSc HRM	Successful completion of MBA in HRM/MSc HRM at a UGC recognised University	Operational, Managerial & Strategic Level I	Strategic Level II

REQUIRED DOCUMENTS FOR ADMISSION

Document Type	Entry Category					
	CCHRM	GCE A/L 3 Passes + two years Executive Experience	Degree in HRM / MBA General	General Degree + two years Executive Experience	Professional Qualification + two years Executive Experience	MBA HRM / MSc HRM
2 Passport Size Photographs	✔	✔	✔	✔	✔	✔
Photocopy of the National ID/Passport	✔	✔	✔	✔	✔	✔
Photocopy of the O/L certificate	✔	✔	N/A	N/A	N/A	N/A
Photocopy of the Degree Certificate	N/A	N/A	✔	✔	N/A	N/A
Photocopy of the MBA/MSc Certificate	N/A	N/A	✔	N/A	N/A	✔
Photocopies of Professional Qualifications	N/A	N/A	N/A	N/A	✔	N/A
Original Letter(s) of work experience	N/A	✔	✔	✔	✔	N/A
Photocopy of the CCHRM results sheet or certificate	✔	N/A	N/A	N/A	N/A	N/A

STYLE STUDENT REGISTRATION

Registration and Re-registrations

All students are expected to collect the student registration book within two (2) weeks of the date of inauguration. A registration is valid ONLY for six (6) calendar months or one level of the programme. All categories of students are expected to re-register by filling a registration application form at the end of each level by making the relevant fee until the completion of the programme. The Institute will impose a penalty of 10% for any late registrations. These will be accepted only at the Institute's sole discretion. Closing dates for registration will be duly notified.

Important Information about registration for an Intake:

◆ Registration or re-registration fees cannot be transferred.

◆ All registered students are required to complete the PQHRM programme within five (5) years from the first registration date (intake). If not, the student is required to start from the beginning as a fresh student. All achieved results will be automatically cancelled. Students applications will be processed by Business Schools & classes will be commenced intake wise. Annually (4) four intakes have been planned, i.e. January, March, June & October months.

◆ Students are expected to inform any changes of their contact details immediately (**pqacademic@cipmlk.org**/via post). Those changes should not create an interruption so that there will be no break up in communications.

◆ Students are kindly requested to keep their student registration book with them.

ACADEMIC ADMINISTRATION

Student Record Book

All registered students will be issued with a registration book. The following are very important aspects with regard to this book:

◆ The registration book will act as 'proof of registration' with the programme.

◆ The registration book will have to be submitted at the time of re-registration or resuming new intakes (Progressing from level to level).

◆ The registration book is required as a proof at the examination.

◆ It is the responsibility of the student to maintain and update the registration book for registered intake.

◆ In the event of loss of the registration book, a student may obtain a new one by paying LKR 1,000/= and submitting one (1) passport size photograph with a formal written request. They are obliged to submit updated information at the time of taking a new one. A duplicate registration book will be issued after three (3) working days (Branches seven [7] working days).

Registration Number

◆ All registered students will be issued an Index Number. This number will have to be mentioned in all assignments, case studies, research proposals, research reports examination scripts, and in any other correspondence with the Business School.

◆ Students are NOT expected to use the CIPM student membership number (if any) in assignments and examination answer scripts.

◆ Sample of the registration number for different mediums is as follows:
English Medium: PQ-19-CL-260-XX (Course - Year - Location - Batch no - Individual no)
Sinhala Medium: PQ-19-SN-CL-260-XX (Course - Year - Medium - Location - Batch no - Individual no)

Study Material and the Course Book

The study material will be provided (soft copies) by the institute. Other recommended readings are made available at the CIPM library.

COACHING »»

- ◆ CIPM will reserve the right to change the fees and class schedules if it is necessary.

- ◆ Coaching fee as per given mode of payment should be made within the given period.

- ◆ Full payment should be settled within the given period. If not, the student will be subjected to a penalty charge of 10% of the due amount.

- ◆ Students who do not settle the coaching fees within the given time period will not be allowed to attend coaching.

- ◆ After the payment (Full or part) of coaching payments, the students are expected to collect relevant study material.

- ◆ Request for refunds or transfers of coaching fee will NOT be entertained. However, if there are any exceptional requests, students can forward these in writing to the Business School but transfers will be granted only to fully paid students.

- ◆ It is compulsory for students to sign the attendance sheet for every class.

- ◆ Students are requested to refer the notices on notice boards or the website on regular basis.

- ◆ Your comments, complains and suggestions regarding business school activities should be mailed to (**pqacademic@cipmlk.org / bschool@cipmlk.org**) in order to ensure a quality assured service.

EXAMINATION / ASSESSMENTS

Absence for Examination / Presentations

◆ An excuse for Examination(s) / presentations can be obtained with the next available batch schedule provided by the Examination Unit.

◆ An excuse can be obtained per level, for valid reasons supported by documentary evidence.

◆ If an excuse is not granted, a re-sitting fee of Rs. 3,000/- per level /pillar to be paid.

◆ For group presentations, all members should be present.

◆ Those who are absent for the presentation are required to complete the presentation with a group in a new batch.

Failing an Examination

◆ A pillar can be attempted only THREE times (original + 02 re-sittings)

◆ Thereafter the subject course fee of Rs. 8,000/- should be paid to be eligible to follow lectures.

◆ The examination can then be attempted again after paying a re-sitting fee of Rs. 3,000/-.

Case Studies/Assignments

◆ Case Studies/Assignments should be submitted on or before the due date.

◆ Case Study has to be submitted on the stipulated date with the batch, failing which, it will be accepted as a late submission.

Assessments Eligibility

▸ Minimum of 80% attendance should be maintained in all subjects

▸ Payments for respective level should be completed in full

◆ Late Submissions:
  ▸ Within ONE WEEK only
  ▸ Marks will be limited to pass mark even if marks earned are above pass marks

◆ Re-submission:
  ▸ For failure to achieve pass marks
  ▸ For failure to submit within 02 weeks
  ▸ Rs. 1,000/- needs to pay as re submission fee

◆ All case studies to be submitted with the standard case study cover page. Case Study Cover Page can be obtained from the CIPM website.

Progression from Level to Level

◆ All pending and repeated subjects should be completed as per the below schedule.

No.	Level
1	Operational Level - Prior to commencement of Strategic Level I
2	Managerial Level - Prior to commencement of Strategic Level II

Students are required to obtain 40% of each assessment to pass the respective subject.

EXAMINATION / ASSESSMENTS *- Contd;*

Grading

The grade will be awarded for pillar and final assessment. The grading will be displayed as follows.

Marks Range	Grade	Grading Symbol
Marks 80 and above	Distinction Pass	DP
Marks between 65 to 79	Merit Pass	MP
Marks between 40 to 64	Ordinary Pass	OP
Less than 40 marks	Fail	F

The Final Grading will be calculated as follows.

> = 80 (DISTINCTION PASS)

- ◆ Aggregate 80% or more
- ◆ Minimum mark per assessment should be 60
- ◆ All exams passed in first attempt and Case studies/Assignments should be submitted within the stipulated time.

65 - 79 (MERIT PASS)

- ◆ Aggregate 65% or more
- ◆ Minimum mark per assessment should be 50
- ◆ All exams passed in first attempt and Case studies/Assignments should be submitted within the stipulated time

40 - 64 (GENERAL PASS)

- ◆ Aggregate 40% or more

<40 (FAIL)

- ◆ Less than 40%

Notification of Results

Results of the examination for the respective levels will be published in the CIPM website (www.cipmlk.org) and notice boards. Students can check the results through their individual student portal (student login). If students require transcripts, student can forward a request form and a transcript will be issued within five (5) working days. The decision of the examiners will be final. Answer scripts and assignments will not be available for the scrutiny of students and re-corrections will NOT be permitted.

The final average marks will be released after successful completion of all assessments including VIVA defense presentation.

Research Facility

A research guidance will be issued to students. The research guidance book will provide comprehensive details of the research process.

EXAMINATION / ASSESSMENTS *- Contd;*

For each student a supervisor will be allocated based on the research topic. Library Reference, Emerald Journal facilities and EBSCO E-Book facilities has been provided by CIPM, students are requested to use the facility and may use referred journal as main references.

Study Facility

All registered students will receive a library card and students can enjoy the facilities available at the CIPM library. CIPM main library, located at the head office, ie; HR House and other regional libraries are open all seven days from 08:30 am to 05:30pm. The library and office are closed on Poya days and Mercantile holidays. Students can use the library on all other days.

Disciplinary Protocol

Academic

◆ Copying and keeping notes during the closed book examinations will be a punishable offence. If a student is caught possessing notes during an examination, he or she will be suspended for 5 years and such students will not be able to sit for any examination during suspension period.

◆ The case study should be submitted within the stipulated time frame.

◆ Plagiarism is a punishable offence under the examination rules.

◆ Copying from internet and books without quoting the references / sources is not accepted. References to be mentioned under Annexures.

◆ Copying full or part of others reports / case studies / documents will affect the final aggregate marks or the candidate will be suspended for 5 years.

◆ For the open book examinations, any electronic devices/ SMART devices are not permitted. Printed documents/ recommended text books and hand written notes are allowed only for "Open Book Examinations"

General

◆ All participants should at all times be properly dressed suitable for a learning environment.

◆ Participants should not come to classes with clothing that is normally classified as very casual wear, beach wear, sportswear, etc.

◆ Consuming food and beverages inside the class rooms are strictly prohibited.

◆ Participant is required to obtain approval from the lecturer if he or she needs to leave the class-room while the lecture is in progress.

◆ Use of mobile phones during lectures is strictly prohibited.

◆ Preferable dress code for presentations:

  ▸ Men - Business Attire (Shirt and Tie)

  ▸ Women - Appropriate Business Attire /Saree

Completion of the Programme

◆ All participants are required to complete their PQHRM programme within five (5) years from the commencement date.

◆ All academic work including the Research Report should be completed within five (5) years from the commencement date.

PQHRM SYLLABUS STEERING COMMITTEE

No.	Name	Designation
1	Mr. Janaka Kumarasinghe	Co-Chairman
2	Mr. Samitha Perera	Co-Chairman
3	Mr. M.C. Mathupala	Member
4	Mr. U.A.C. Obeyesekere	Member
5	Mr. Jayanta Jayaratna	Member
6	Mr. Dillon Gomez	Member
7	Mr. Samantha Rathnayake	Member
8	Prof. Prasadini Gamage	Member
9	Mr. Anushka Earskin	Secretary

PILLAR DEVELOPMENT PANEL

Pillar	Pillar Name	Name	Title
Pillar 1	Key HR Drivers	Mr. Dillon Gomez	Pillar Chairman
Pillar 2	HR Integration with Business Strategy	Mr. Jayanta Jayaratna	Pillar Chairman
Pillar 3	Industrial Law and Legal Framework	Mr. Dhananjaya Jayakody	Pillar Chairman
Pillar 4	Technology Drivers	Mr. Aruna Dayanatha	Pillar Chairman
Pillar 5	Research Methodology	Dr. Shantha Wijesinghe	Pillar Chairman
Pillar 6	Contemporary HRM Tools	Mr. Chris Obeyesekere	Pillar Chairman
Pillar 7	Entrepreneurial Leadership	Mr. Janaka Kumarasinghe	Pillar Chairman
Pillar 8	Organisational Development and Behaviour	Mr. Treasurex Melchior	Pillar Chairman

PQHRM SYLLABUS REVISION COMMITTEE - 2012-2014

No.	Name
1	Late Prof. Sudatta Ranasinghe
2	Prof. H.N.D. Opatha
3	Prof. Gamini Alwis
4	Prof. M. Thilakasiri
5	Mr. Chris Obeyesekere
6	Mr. Jayanta Jayaratna
7	Ms. Kumudini Welmillage
8	Mr. Janaka Kumarasinghe

We wish to place on record our sincere appreciation to the following individuals for the contribution they have made towards the development of study material...

Mr. Ajith Bopitiya
Mr. Aruna Dayanatha
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Dr. Badra Arachchige
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Mr. C. Hewapattini
Mr. C.H. Liyanage
Mr. Chris Obeyesekere
Mr. Dhananjaya Jayakody
Mr. Dharshana Amarasiynghe
Mr. Dillon Gomez

Ms. Dulanie Nissanka
Mr. G. Weeratunga
Mr. Janaka Kumarasinghe
Mr. Jayanta Jayaratna
Ms. Kumuduni Welmillage
Mr. Laleen Katagodage
Ms. Lasantha Abeysiri
Mr. M.C. Mathupala
Grp Capt Manoaj Keppetipola
Mr. Meditha Karunathilaka
Dr. Prabath Karunanayake

Mr. Prasad Silva
Mr. Priyantha Ranasinghe
Mr. Ravi Bamunusinghe
Mr. Rukmal Bandaranayake
Mr. Ruwan Egodage
Mr. S. Hitihamu
Dr. S. Wijesinghe
Mr. S.C. Kaluarachchi
Mr. Samantha Rathnayake
Mr. Samitha Perera
Mr. Sanjaya Walpita

Mr. Shanaka Fernando
Mr. Sujeewa Rajapaksha
Mr. Thilak Devendra
Mr. Treasurex Melchior

Special Thanks

Mr. Jayantha Amarasinghe
Ms. Lakshmi De Zoysa

CONTACT DETAILS OF REGIONAL CENTRES

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CIPM GALLE REGIONAL CENTRE
No. 114, Wakwella Rd, Galle.
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Email : cipmgalle@cipmlk.org

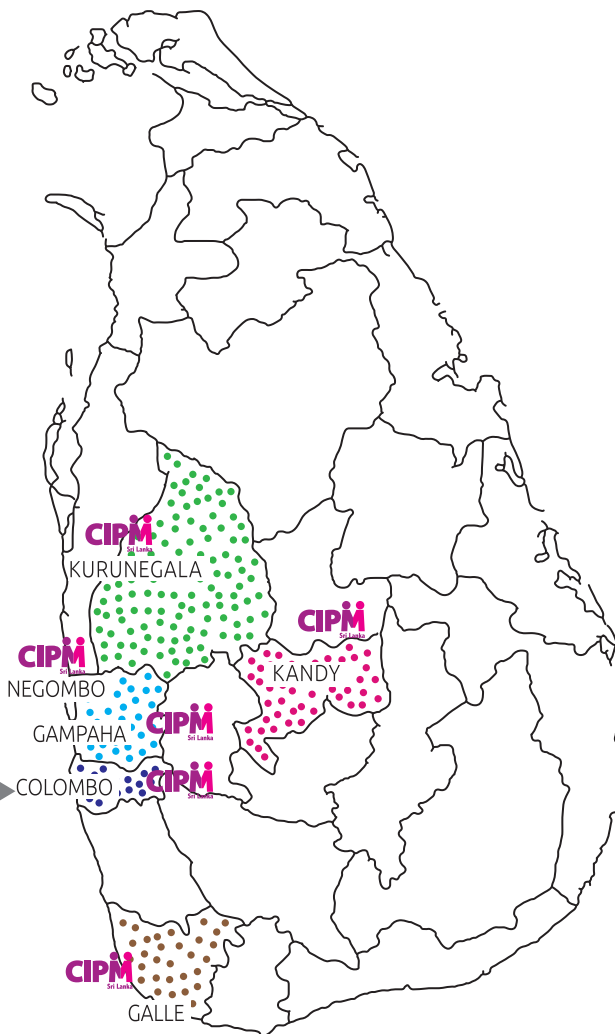**CIPM KURUNEGALA REGIONAL CENTRE**
Jayawansha Building, No. 64, Colombo Road, Kurunegala
Tel   : 037 2231992, 037 2231992
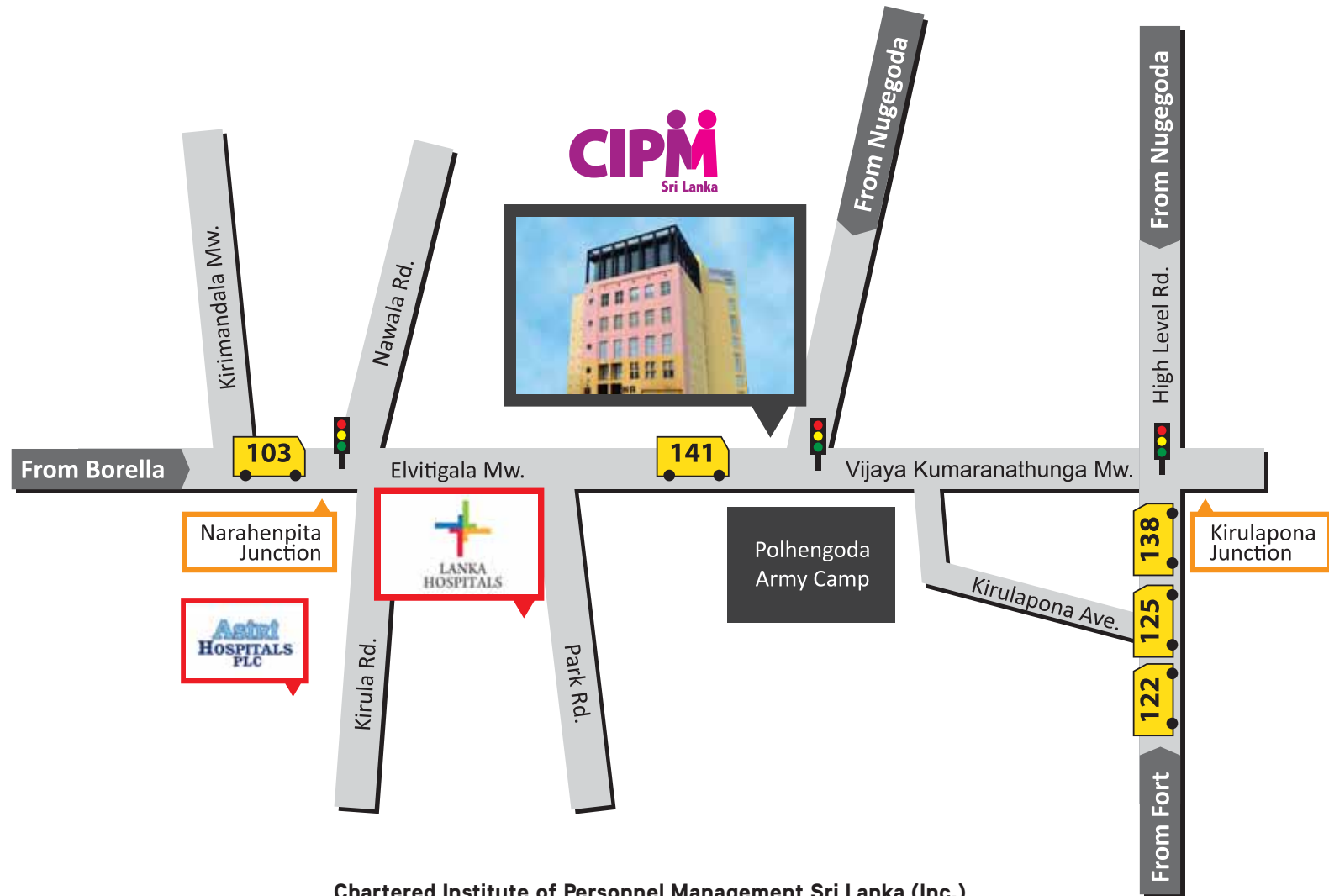Email : cipmkurunegala@cipmlk.org

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Email : cipmnegombo@cipmlk.org

CIPM GAMPAHA
Institute of Professional Training & Development (IPTD)
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Tel   : 033 3338486, 0332234244
Fax   : 033 2234244
Email : cipmgampaha@cipmlk.org

From Borella

Kirimandala Mw.

Nawala Rd.

From Nugegoda

From Nugegoda

High Level Rd.

103

141

138

125

122

Elvitigala Mw.

Vijaya Kumaranathunga Mw.

Narahenpita Junction

Kirulapona Junction

LANKA HOSPITALS

Astri HOSPITALS PLC

Kirula Rd.

Park Rd.

Polhengoda Army Camp

Kirulapona Ave.

From Fort

Chartered Institute of Personnel Management Sri Lanka (Inc.)
Founded In 1959 - Incorporated by an Act of Parliament (Amendment) ACT, No. 31 of 2018
'HR HOUSE', No. 43, Vijaya Kumaranathunga Mawatha, Colombo 05.
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CIPM
Sri Lanka

Chartered Institute of Personnel Management Sri Lanka (Inc.)
Founded in 1959 - Incorporated by Parliamentary Act No. 24 of 1976, Amended by Act No. 31 of 2018.
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