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THE GAZETTE OF THE REPUBLIC OF SRI LANKA (CEYLON)

EXTRAORDINARY

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PART I: SECTION (I) — GENERAL

Government Notifications

SRI LANKA ACADEMY OF ADMINISTRATIVE STUDIES

Diploma in Public Management

The Regulations and Syllabus relating to the Diploma in Public Management are published herewith for general information.

R. G. Gomez

Director,

Sri Lanka Academy of Administrative Studies.

28th November, 1974

REGULATIONS AND SYLLABUS

THE Diploma in Public Management is an award of post-graduate standard, the examinations for which purpose will be conducted periodically by the Sri Lanka Academy of Administrative Studies.

2. Successful candidates may use the designatory letters DPM after their names.
3. Candidates for the award should be serving officers having not less than three years' experience in a management grade or post in the State Service, a State Corporation or a Statutory Board. For this purpose "management grade or post" is defined as a grade or post in the State Service, the initial consolidated salary of which is not less than Rs. 6,720 per annum, or a grade or post in a State Corporation or Statutory Board, the initial salary of which is not less than Rs. 7,200 per annum. The eligibility of a candidate for the award is subject to final determination by the Director of the Sri Lanka Academy of Administrative Studies.
4. Applications for the examination will be called in or around August each year, and the examination will be held in Colombo in or around December each year. (It is expected that in the period 1974 to 1977 the examination will be announced and held at other times).
5. Syllabuses for the examination will be published from time to time and candidates will be examined under the syllabuses in force at any given time. Adequate notice of changes will generally be given but it is the responsibility of candidates to keep themselves informed of such changes.
6. The examination will consist of two Parts and the requirements may be satisfied under one of two Schemes.
7. Candidates shall enter for the written examinations of each Part separately on forms as appended hereto. The registration fees shall be Rs. 25 for each paper of Part I and Rs. 50 for Part II. Fees shall not be refundable for any reason.
8. *Notes.*—(i) Specific terms and conditions mentioned in these regulations for satisfying the requirements of the Diploma in Public Management will be strictly followed. The attention of candidates is drawn particularly to the requirements of Public Administration Circular 72 of 28th August, 1973 under which reasons such as official duty or training abroad etc. will not be accepted in lieu of non-satisfaction of such requirements: the same conditions will apply *mutatis mutandis* to the regulations governing the Diploma in Public Management.
9. (ii) It will be the responsibility of candidates to keep the Sri Lanka Academy of Administrative Studies informed of all changes in their address and any other information which is required to be supplied under or otherwise related to these Regulations *Scheme A* (Available from 1975)
10. Part I of the examination will consist of four papers as follows :—
 - DPM I — Economic and Social Policy
 - DPM II — The Process of Development Administration
 - DPM III } The Theory and Practice of Management
 - DPM IV } (two papers)
11. A candidate must reach the pass standard of 45 per cent in each Paper on one and the same occasion.
12. A candidate must satisfy the requirements of Part I before proceeding to Part II.
13. Part II will consist of the submission of a report on a special task or project supervised by a suitably qualified person or persons approved for the purpose by the Director of the Sri Lanka Academy of Administrative Studies, and its oral defence, if necessary, before a Board of Examiners. The project will generally be in one of the following specialised areas of study but other areas of study (including the more specialised study of an area covered by papers DPM I to DPM IV) may be approved by the Director of the Academy in individual instances :
 - DPM V Personnel Management and Industrial Relations
 - DPM VI Project Management
 - DPM VII Social Administration
 - DPM VIII Supplies Management
 - DPM IX Development Economics

DPM	X Public Finance
DPM	XI Financial Management
DPM	XII Distribution and Marketing Management
DPM	XIII Public Enterprises
DPM	XIV Local Government
DPM	XV Quantitative Techniques in Management
DPM	XVI International Economic Relations
DPM	XVII The Administration of Agricultural Development
DPM	XVIII The Administration of Science and Technology

14. No exemption from the requirements of either Part I or of Part II will be allowed on any account whatsoever, except under the Credit Scheme referred to below.

15. *Credit Scheme* (for Part I of the Examination).—A credit scheme in respect of the requirements of Part I only will be available to those who have satisfactorily followed certain sets of courses offered and approved for this purpose by the Sri Lanka Academy of Administrative Studies (vide Appendix 1). Candidates on such courses will have to satisfy stringent course requirements (as may be notified for each course) and also to submit assigned papers (hereafter referred to as "assignments") in respect of each such course, if so required, during the course or within a limited period after the termination of the course. Candidates may also be summoned to orally defend each such assignment, or the set of such assignments covering one subject of Part I of the Examination, or be orally examined on the contents of the syllabus covered by such subject. Any required assignment may cover a wider area than the course itself in order to ensure coverage of an adequate portion of the syllabus for the relevant subject of Part I. (This provision is necessitated by the fact that courses conducted by the Academy are not solely for the purpose of award of the Diploma in Public Management but as part of an integrated Management Development Programme).

16. On submission of all assignments or by satisfying other requirements on a set of credit courses covering one subject of Part I, candidates shall apply for exemption from that Paper, on the relevant form (Form DPM/A1—vide Appendix 2).

17. Candidates who have satisfied credit requirements will be granted exemption from sitting the relevant subject of Part I of the Examination. When a candidate secures exemption from a Paper of Part I under this Scheme, he will be issued a certificate of exemption.

18. Exemption will not be granted from a part of a Paper.

19. The list of courses available for credit purposes will be notified for general information by the Director of the Sri Lanka Academy of Administrative Studies from time to time. The list of courses, their content and the quantum of credit available against them may be changed from time to time. The Academy reserves the right not to run an advertised course for reasons beyond its control, to delete a course from its list if and when this appears necessary, or to substitute another course in place of one advertised. Adequate notice of any such changes will generally be given, but it is the responsibility of candidates to keep themselves informed of such changes.

20. Candidates who have already followed courses during 1974 at the Academy which are now approved for credit purposes under this scheme need not re-offer these courses, nor will they be generally admitted to these courses. They should contact the Academy without delay and before September 30, 1975 in any case to obtain clarification of the balance requirements which need to be satisfied to enable them to earn credit against these courses.

21. Selection of candidates for courses will be at the discretion of the Academy. Preference in selection will be given where possible to candidates seeking for the Diploma under Scheme A.

22. Exemption from all or some of the Papers of Part I may be obtained in this manner with the proviso that necessary credit for any given Paper must be earned within a total period of 36 months from appearance at the first course relevant to such Paper except that this period may be extended in cases where the Academy has not found it possible to offer a place on an advertised course and where no alternative has been available. The decision of the Director of the Sri Lanka Academy of Administrative Studies shall be final on any question in this regard.

23. Candidates are generally advised against seeking credit exemptions simultaneously in the areas of more than two examination papers of Part I. It may also not be possible for the Academy to offer places on credit courses covering several different Papers of Part I at one time.

24. Candidates utilising the credit scheme must satisfy requirements in respect of all four papers of Part I, whether entirely under the credit scheme or partially by examination, within a total period of 36 months from appearance at the first course under which credit is sought. Credit earned but falling outside such period will be deemed to have lapsed. This period may be extended where the Academy has not found it possible to hold an examination or to offer a place on an advertised course and where no alternative has been available. The decision of the Director of the Sri Lanka Academy of Administrative Studies shall be final on any question in this regard.

25. A candidate who has earned the necessary credit to secure exemption from certain papers and intends sitting the balance papers to satisfy the requirements of Part I must sit all the balance papers of Part I (i. e. where credit to secure complete exemption has not so far been obtained) on one and the same occasion. Where a doubt exists whether credit to secure complete exemption from a Paper may be earned between the date of application and the date of examination, it is advisable that an application be made to sit the Paper in question.

26. Such a candidate must obtain the pass mark of 45 percent in each of the balance papers he sits for on one and the same occasion.

27. The requirement of three years' experience in a management post or grade will not apply to the acquisition of credits but registration for Part II will not be granted and no award of the Diploma will be made until this requirement is met.

Note.—No credit scheme is available in respect of Part II of the Examination.

28. *Project Report* (Part II of the Examination).—A candidate who has satisfied the requirements of Part I may proceed to Part II by applying for registration for this Part (Form DPM/A2. —vide Appendix 3). The registration process under this Scheme will include a selection of an area of work and approval of arrangements regarding supervision. Such registration must be effected within six months of satisfying the requirements of Part I and the project report must be submitted within twelve months thereafter. Any candidate who delays registration or submission of reports does so to his own disadvantage. The registration fee shall be Rs. 50 and shall not be refundable for any reason.

29. Where a report submitted or its defence is unsatisfactory, a candidate may be allowed a further period not exceeding six months for re-submission of an amended report or for submission of a fresh report. A candidate's registration and any partial satisfaction of examination requirements will lapse after this period.

30. *Language.*—Examination papers and reports covering any one Part of the examination shall be offered in any one language throughout. Credit courses may be offered in more than one language but such candidates may be orally examined in either of the languages involved.

31. *Announcement of Awards.*—Awards will be announced twice a year, generally in March and September, to those who have qualified for the Diploma in Public Management under this Scheme. Passes in Part I will be announced at the same time.

32. *Scheme B (Available in 1974 and 1975 only)*

Part I of the Examination will consist of four Papers as follows :—

- DPM I — Economic and Social Policy
- DPM II — The Process of Development Administration
- DPM III } The Theory and Practice of Management (two Papers)
- DPM IV }

33. Part II will consist of three Papers in any one of the following specialised areas of study :—

- DPM V Personnel Management and Industrial Relations
- DPM VI Project Management
- DPM VII Social Administration
- DPM VIII Supplies Management
- DPM IX Development Economics
- DPM X Public Finance
- DPM XI Financial Management
- DPM XII Distribution and Marketing Management
- DPM XIII Public Enterprises
- DPM XIV Local Government
- DPM XV Quantitative Techniques in Management
- DPM XVI International Economic Relations
- DPM XVII The Administration of Agricultural Development
- DPM XVIII The Administration of Science and Technology

34. In order to pass each Part of the examination a candidate will be required to reach the pass standard of 45 per cent in each of the Papers which constitute the relevant Part.

35. A candidate may sit for both Parts together or each Part separately under this scheme. A candidate who satisfies the requirements of Part I only will be deemed to have passed Part I only, but a candidate who satisfies the requirements of Part II only will be deemed to have failed the examination.

36. A candidate who satisfies the requirements of Part I but not of Part II under this Scheme may be considered further under the Part II Examination of Scheme A if he applies accordingly within six months of the announcement of results.

37. There will be no exemption from any paper on any grounds whatsoever.

38. *Language.*—All papers shall be offered in one language throughout.

39. *Note.*—Examinations will not be announced under this Scheme after 1975.

APPENDICES

- Appendix 1—Courses approved for credit acquisition
- Appendix 2—Form DPM/A1
- Appendix 3—Form DPM/A2
- Appendix 4—Syllabuses

APPENDIX I

COURSES APPROVED FOR CREDIT ACQUISITION

PAPER DPM I—Economic and Social Policy

- DPA 211 : Economics of Public Policy—4 days (2 credit units)
 - DPA 212 : Development Policy and Planning (Agriculture and Industry)—4 days (2 credit units)
 - DPA 221 : Development Policy and Planning (Economic and Social Overheads)—4 days (2 credit units)
 - DPA 222 : Development : Concepts and Approaches—3 days (2 credit units)
- Credit Requirement : 5 credit units

PAPER DPM II—The Process of Development Administration

- DPA 231 : Administrative Systems and Processes—4 days (2 credit units)
 - DPA 232 : Local Government and People's Organisations—4 days (1½ credit units)
 - DPA 233 : Central and Regional Development Administration—5 days (2 credit units)
 - DPA 241 : Public Enterprise Management—3 days (1½ credit units)
- Credit Requirement : 5 credit units

PAPER DPM III—The Theory and Practice of Management Paper (I)

- GIM 211 : The Managerial Process and Systems Approach to Management—4 days (2 credit units)
 - GIM 212 : Management services and Office Management—3 days (1 credit unit)
 - BSP 211 : Organisation and Organisational behaviour—10 days (3 credit units)
 - BSP 212 : Staffing and Staff Development—5 days (1 credit unit)
 - BSP 214 : The management of Change—3 days (1 credit unit)
- BSQ 211 and BSP 212 not allowed in combination
BSP 211 and GIM 211 not allowed in combination.
- Credit Requirement : 5 credit units

PAPER DPM IV—The Theory and Practice of Management (Paper II)

- GIM 221 : Decision Making and Problem Solving—5 days (1 credit unit)
 - GIM 251 : Management Information Systems—3 days (1 credit unit)
 - QOR 211 : Managerial Statistics—6 days (1 credit unit)
 - QOR 231 : Quantitative Techniques for Planning and Control—8 days (1½ credit units)
 - QOR 221 : Managerial Economics—4 days (1 credit unit)
 - FMA 211 : Financial Management—5 days (1½ credit units)
 - FMA 212 : Project Appraisal and Formulation—7 days (1½ credit units)
 - FMA 213 : Public Finance and Budgeting—5 days (1 credit unit)
- FMA 212 and QOR 221 not allowed in combination
QOR 231 and QOR 221 not allowed in combination
- Credit Requirement : 5 credit units.

FORM DPM/A1

APPENDIX 2

FORM OF APPLICATION FOR EXEMPTION FROM A PAPER OF PART I
(Scheme A)

Note.—1. A separate application should be filed for each paper in respect of which exemption is sought.
2. Please forward under registered cover.

1. Name in full (underline surname) : _____.
2. Official Address : _____.
3. Reference number (if any given earlier in connection with the requirements of the Diploma in Public Management) : _____.
4. Paper from which exemption is sought : _____.
5. Relevant credit courses offered (give exact dates and reference numbers of courses together with the language in which the course was offered) : _____.
(i) _____.
(ii) _____.
(iii) _____.
(iv) _____.
6. List any other Papers from which you have obtained exemption already (state language you offered them in) :
(i) _____.
(ii) _____.
(iii) _____.
7. Will grant of this exemption enable you to complete requirements of Part I: Yes/No.
8. I declare that all information supplied above is complete and correct. I am aware that if any incomplete or incorrect information has been supplied it may lead to the cancellation of my candidature for this examination.

.....
Signature

Date: _____.

FORM DPM/A2

APPENDIX 3

APPLICATION FOR REGISTRATION FOR PART II OF THE EXAMINATION FOR THE DIPLOMA
IN PUBLIC MANAGEMENT
(scheme A)

Note.—Please forward under registered cover.

1. Name in full : _____
(underline surname) :
2. Official Address : _____.
3. Reference number (if any given earlier in connection with the requirements of the Diploma in Public Management) :
4. Date of entry to a post in a managerial grade : _____.
5. Present salary point and salary scale : _____.
6. When did you complete requirements of Part I : _____.
7. In what manner did you satisfy the requirements of Part I (list all credit courses and any examinations with exact dates) : _____.
8. Proposed area of study for Part II : _____.
9. Provisional title of proposed Project Report : _____.
(give a description of problems you wish to study or survey you wish to make etc. in 150 to 250 words on a separate sheet):
10. Language in which you will Present Report : _____.
11. Proposed Supervisor and Official designation : _____.
12. Has he agreed to supervise you? Yes /No.
13. I declare that all information supplied above is complete and correct. I am aware that if any incomplete or incorrect information has been supplied it may lead to the cancellation of my candidature for this examination.

.....
Signature

Date: _____.

APPENDIX 4

SYLLABUS

Note.—The syllabuses shown below are intended to indicate broadly the areas to be covered, rather than to constitute an exhaustive listing of topics in respect of each paper. This is particularly true for syllabuses for papers of Part II of the examination.

PART I—Compulsory Papers numbered DPM 1 to DPM IV

DPM I : *Economic and Social Policy.*—Concepts of development. Development of economic and social policy in Sri Lanka: policy formulation and evaluation. The planning function in a developing economy with special reference to Sri Lanka. The implementation of plans and policies: identification of impediments with possible solutions. Application of macro-economic principles to the analysis of contemporary economic problems. Impact of social and cultural factors on development. Choice of technology.

DPM II : *The Process of Development Administration.*—The relationship of the administrative process to constitutional, political, social and economic factors. Institutions, processes and inter-relationships in public administration. Varying approaches to public administration and the relationship of public administration to the development process.

Basic concepts, methods and techniques of central, regional and local development. Patterns of decentralization and method of co-ordination for balanced development.

The structure and functioning of People's Organisations, Public Enterprises, the District Administration and Local Authorities as agencies of development.

- DPM III :** *The Theory and Practice of Management (Paper I)*
 The Managerial Process and levels of management.
 The decision-making process.
 Managerial planning : Long-medium-and short-range. Policy formulation and objectives.
 Organisational analysis and design, including delegation and decentralisation.
 Planning and organising for the personnel function. Activities of a personnel division.
 Directing the Organisation : patterns of leadership.
 Communications. Morale.
 Control : different types of control and control mechanisms, and organisation for control. Control through accounting techniques.
 Management by exception.
 Office procedures and systems.
 Managing for results.
 Management of change.
- DPM IV :** *The Theory and Practice of Management (Paper II)*
 Application of Quantitative Techniques in public administration and public enterprises. Use of Statistics in public management ; Budgetary Systems ; Performance and Programme Budgeting. Use of accounting techniques in public management. Project Appraisal. Data Processing and Information Systems for Public management.

PART II—Candidates will answer three papers in any one of the areas listed below numbered DPM V to DPM XVII.

- DPM V :** *Personnel Management and Industrial Relations.—*
- DPM V. 1 :** *Human Relations in Management.—*The analysis of individual behaviour ; personality development and adjustment ; motivation ; perception ; learning and problem-solving.
 The analysis of group behaviour ; group dynamics ; formal and informal systems ; the formation and development of effective work groups ; studies in leadership.
 The analysis of organisational behaviour ; the evolution of thought on organisational structures, the contribution of behavioural science to organisation theory. The nature of organisational authority ; employee participation ; conflict and its resolution. The impact of technology and control systems on social organisation.
 The organisation and its social environment : the role of the educational systems, social stratification and social mobility ; value systems ; structure of occupations.
 Communications in social systems : the process of human communication ; communications between individuals ; effective and ineffective decision making groups ; factors affecting inter-group communications.
 Organisational development and planned change : behavioural science contributions to planned change ; psychological and sociological implications of technological change ; the dynamics of change the assessment of change.
- DPM V. 2 :** *Personnel Policy and Administration.—*Personnel functions in the State Service ; manpower planning ; job evaluation ; recruitment ; placement ; training and development ; staff valuation ; motivation and morale. Trade Unions. Participative management. Absenteeism and other specific problems of personnel management in the State Service.
- DPM V.3 :** *Industrial Relations.—*Industrial Relations Systems : scope and relationship with other fields of study ; the development of trade unions and employers' organisations ; the evolution of industrial legislation ; historical influences on current problems and attitudes.
 Institutions : the trade unions, organisation, objectives and functions, including the growth of white collar unionism ; public service trade unions in Sri Lanka, employers' federations, organisation, objectives and functions ; labour tribunals ; wages boards.
 Procedures : collective bargaining joint consultation, grievance and dispute procedures, arbitration, the closed shop, strikes.
 The Role of Government : the Ministry of Labour ; legislation ; the tradition of minimum interference and current changes in the Government role.
 Wages and conditions of service : economic theories of wages ; social and institutional factors ; methods of wage payments ; rates and earnings ; differentials ; fringe benefits ;
 The Working Population : distribution between industries and occupations ; the pattern and implications of change.
 International organisations : comparative studies and current problems.
*Note.—*The candidates will be expected to have a knowledge of comparative labour relations under different economic and political systems.
- DPM VI :** *Project Management*
- DPM VI.1 :** *Project/Programme Planning.—*This paper will cover mainly the following areas :—
 Macro-planning and project planning objectives ; principles of national and sectoral planning ; project classification, project location, stages of project development.
- DPM VI.2 :** *Project Appraisal.—*Criteria for project appraisal. Techniques of appraisal such as discounted cash flow methods, cost benefit analysis etc; economic, technical and financial aspects of project formulation and appraisal. Effective project presentation.
- DPM VI.3 :** *Project Implementation and Management.—*Planning for implementation, including budgeting and resource analysis. Elements of accounting and business finance ; analysis of balance sheets. Techniques for effective implementation.
- DPM VII :** *Social Administration*
- DPM VII.1 :** *Elements of Social Structure.—*Scope and methods of Sociology . Description and analysis of social institutions. Family, marriage, caste, kinship, etc. with special reference to Sri Lanka. Bureaucracy. Professionalisation. Processes of Social Change. Modernization. Industrialization and urbanization. Social mobility. Population growth and distribution. Social control.
- DPM VII.2 :** *Social Policy and Social Administration.—*The determination and development of social policy and social legislation. The changing role of state and society in developing countries. Theory and practice of re-distribution and social justice. Concepts of needs and social welfare. Evaluation of social services and social policies. The structures, functions and forms of administration of social services.
*Note.—*As the third paper in this area, candidates may offer any one of the following (DPM VII.3 or DPM VII.4 or DPM VII.5) :—

- DPM VII.3 : *Village Development.*—Traditional cultures and cultural change ; traditional institutions of the villages and their role. The machinery and process of government at village level. People's organisations and organisations working at village level. The Co-operative Movement. Voluntary organisations at village level : their scope and functions. Cultural organisations and their contribution to development. Introduction of change at village levels : methods and problems. Other special problem areas of development administration at the village level.
- DPM VII.4 : *Educational Planning and Administration.*—The history and development of the education system in Sri Lanka . Structure and organisation of the education system. Objectives and scope of education Policy and planning. Basic principles of educational planning. Collection and analysis of information. Application of statistical and other techniques. Forecasting. Choice of alternatives ; criteria and techniques for evaluation. Financing of educational programmes. Organisation for implementation. Special problem areas in educational planning and administration.
- DPM VII.5 : *Health Planning and Administration.*—Structure and organisation of the Health Services in Sri Lanka. Objectives and scope of health policy and planning. Basic principles of health planning. Collection and analysis of information. Application of statistical and other techniques. Forecasting. Choice of alternatives : criteria and techniques. Financing of health programmes. Organisation for implementation : problems of implementation. Communications and use of mass media.
- DPM VIII : *Supplies Management*
- DPM VIII.1 : *Procedures in Supplies Management.*—Legal aspects of supplies management. Procurement procedures ; requisitions on Government stores ; local and foreign tenders and contracts ; orders on Government Corporations ; local purchases ; purchases during emergencies ; purchases on overseas lines of credit, on deferred payment, foreign aid, foreign loans, etc. Procedure to write off losses. Classification and Coding of Stores. Stores receiving and issuing procedures. Stores verification procedures.
- DPM VIII.2 : *Quantitative Techniques in Supplies Management.*—Determination of supply requirements : planning and forecasting. Development of specifications. Quality control. Order quantities and stock levels. Stores organisation and lay-out. Stores handling equipment. Store-keeping and inventory control. Location of central stores and branch stores. Methods of replenishing branch stores. Stores verification. Sampling theory and network programming in Supplies Management.
- DPM VIII.3 : *Financial Aspects of Supplies Management.*—Annual Budgets. Rupee and foreign exchange budgets. Cash budgets. Stores operating costs ; ordering costs ; stock-holding costs ; distribution costs. Pricing of issues. Accounting documents and records. Collection and processing of statistical data related to supplies management.
- DPM IX : *Development Economics*
- DPM IX.1 : *Principles of Development Economics .*—General principles governing economic growth. Theories economic growth. Key factors in economic development., Demography. Development planning. Capital formation. Trade. Resource Mobilization. Choice of technology. Human resource development. Investment in health and education. Patterns of industrial development in representative countries.
- DPM IX.2 : *Contemporary Trends in Trade and Aid.*—Patterns of international trade in the post-war period. The International Monetary Fund and the international payments situation. Regional economic co-operation. World Trade in primary products and the instability of export earnings of developing countries. GATT. UNCTAD. IBRD and affiliated agencies. FAO and its role. Foreign Aid sources, consequences and future role. Trade vs. Aid. Private foreign investment. Tourism.
- DPM IX.3 : *Economic Development of Sri Lanka.*—The evolution of Sri Lanka's economy in the 19th and 20th centuries the present economic structure. The role of the import export sector. Foreign exchange constraints. The experiences of development planning during the last 25 years. Agriculture and factors involving its development. Industrialisation and its future potential. Non-economic aspects of economic development.
- DPM X : *Public Finance*
- DPM X. 1 : *Public Finance and the National Economy.*—Nature and scope of public finance ; role of Government in the national economy and its share in the economic aggregates. Public finance and its effect on economic development. Aspects of resources allocation, distribution, employment, stability of internal prices, wage level, balance of payments, inflation.
 Public Expenditure : objects and classification, pattern and trends ; Government budget as an instrument of fiscal policy ; functions and objectives of the budget.
 Public Saving ; borrowing policy and public debt management ; public financial institutions—International and national and their objectives, Governmental control of such institutions.
 Money, banking, credit and finance.
- DPM X. 2 : *Theory of Taxation.*—The principles of taxation, to reflect economic, social and political needs ; flexibility, administration and cost effectiveness of a tax system.
 The classification of taxes ; direct and indirect, wealth and income, production and consumption, central and local, corporate and individual.
 Study of the different taxes for their formal and effective incidence ; effects of taxes on production, utilization of resources, income, re-distribution, price level, employment, inflation.
 Other forms of revenue : rates, licences, grants, subsidies, variable exchange rates, surpluses from public enterprises, and their influence on the tax system.
- DPM X. 3 : *Financial Administration.*—Constitutional and legal framework of public finance ; institutional framework : Central Government, Local Government, Public Corporations.
 Parliamentary control and making of financial policy ; functions of the Treasury, Planning Ministry, Estimates Committees, Auditor-General and Public Accounts Committee ; Consolidated Fund ; problems of Parliamentary Control ; financial control of public corporations and boards ; sources of finance : tax and non-tax revenue, rupee loans, foreign loans, grants and other sources available.
 Financial cycle ; planning, programming, budgeting, funding, authorising, accounting, reporting and evaluation, audit.
 Performance budget ; programme budget ; economic and functional classification.
 Financial controls on accountability ; internal controls, Financial Regulations.
 Internal and external audit, efficiency and management audit.
 Design and content of public accounts and reports.
 Interpretation and analysis of accounts.

DPM XI: *Finance Management*

DPM XI.1: *Management Accountancy I.*—Basic accounting concepts; cash and accrual accounting, cost concept, dual aspect concept; balance sheets; assets; liabilities and equities; Measurement of income; revenue and expense; income statements; manufacturing and trading accounts analysis and interpretation of financial statements and accounts; use and purpose of financial ratios Financial planning, assessment and forecasts of needs of financial resources in the short-term and the long term; cash flow; funds flow. Financial resources; sources of long, medium and short-term capital; the capital market; cost of capital; relative cost and external limitations imposed on use of capital from some sources; institutional lenders accounting for changes in price levels; assets valuation; depreciation. Government policy; subsidies; grants; taxation; foreign exchange and quotas.

DPM XI.2: *Management Accountancy II.*—Elements of costing; identification of cost characteristics; principles, purposes and application of costs and management accountancy in the different activities of a commercial organisation. Types of costs; standard costs; fixed and variable costs; direct costs; cost centres; variance analysis; nature, causes, calculation and analysis costs; the importance and need for cost control. Management reporting and evaluation of performance and costs; costs/profit/volume relationship and their presentation in charts including break-even analysis; use for decision making and performance analysis. Budgeting; budgeting procedure, for sales; production; stock material; labour and over-heads; capital budgets; cost of capital; cash budgets; fixed and flexible budgets. Budgetary control; expense control; revenue control; stock control internal reporting and management

Note.—As the third paper in this area, candidates may offer any one of the following: DPM VI.2: Project Appraisal or DPM X.1: Public Finance and the National Economy or DPM X.3: Financial Administration or DPM XV.2: Management Information Systems.

DPM XII: *Distribution and Marketing Management.*

DPM XII.1: *Distribution and Marketing in a Developing Economy.*—The traditional role of marketing. Significance of marketing in a socialist economy. The organising of the marketing function in state, co-operative, and private business. Marketing in the agricultural sector. Import allocation and distribution of foreign products. Marketing of primary products at home and abroad. Marketing of special features, for example, tourism or port facilities.

DPM XII.2: *Methodology of Marketing.*—Marketing research. Product planning. Pricing analysis. Advertising, and sales promotion. Control and organisation of sales forces. Selection of channels of distribution Branding policies. Packing and packaging. Retail and wholesale operations. Warehousing and transportation. Credit policies. After-sales servicing activities. Import and export procedures. Application of quantitative techniques to marketing activities.

DPM XII.3: *International Marketing.*—Patterns of world trade. Trading Blocs. Barter Agreements. Bilateral trade. Foreign collaboration in trade. Appraisal of overseas Markets. Overseas trade promotion. Credit facilities for export. Costing of export. Shipping and forwarding requirements. Insurance. Exchange Control.

DPM XIII: *Public Enterprises*

DPM XIII.1: *Public Enterprises in National Development.*—This paper will cover broadly the following areas with special reference to public Enterprises of Sri Lanka:— Public Enterprises and national development. Criteria for nationalisation and Public Enterprise investment. Performance measurement and analysis of performance improvement.

DPM XIII.2: *Organisation and Management of Public Enterprises.*—In this paper candidates will be tested in the following areas with special reference to problems confronted in the Sri Lanka situation:— Legal and organisational forms. Types of Public Enterprise. Concepts of responsibility and accountability. Problems of control. Management systems. Personnel Problems. Economic and financial aspects of Public Enterprise management. Pricing policies.

Note.—As the third paper in this area, candidates may offer any one of the following:—DPM V.2:

Personnel Policy and Administration or DPM V.3: Industrial relations DPM VI.2: Project Appraisal or DPM XI.1: Management Accountancy I or DPM XV.3: Operational Research.

DPM XIV: *Local Government*

DPM XIV.1: *The Machinery of Local Government.*—Patterns of decentralisation. Local Government areas, powers and limitations. Analysis of organization and management in Local Government. Local Government Law and delegated legislation. Public utility services and trading services. Town and Country Planning. Local Authorities as instruments of social and economic development. Central control. Comparative Local Government and new trends in Local Government.

DPM XIV.2: *Local Government Finance.*—Financial relationship between Central and Local Government and sources of local revenue. Rating and Valuation. Local taxation and collection of income. Capital expenditure and borrowing. Services. Principles of financial administration in Local Government. Planning, budgeting and accounting. Purchasing contracting and work execution. Audit-internal and external. Control of finances.

Note.—As the third paper in this area candidates may offer any one of the following: DPM V.2: Personnel policy and Administration or DPM VI.2: Project Appraisal or DPM XI.1: Management Accountancy I or DPM XV.3: Operational Research.

DPM XV: *Quantitative Techniques in Management.*

DPM XV.1: *Statistics.*—Frequency distributions with special emphasis on relative frequency distributions and cumulative frequency distributions; measures of central tendency; measures of dispersion. Analysis of time series. Index numbers. Probability theory. Sampling theory; estimation decision theory. Tests of hypothesis and significance Linear regression and correlation.

DPM XV.2: *Management Information Systems.*—Information flows and information systems. Evaluation of systems. Use of information as an aid to decision-making. Data processing: handling and analysis of data for management information purposes. Systems Analysis. Data collection and validation. Feasibility studies. Information collection and recording. Flow charts and block diagrams. Computers and their use; general knowledge of principles of computer systems and criteria for using computers.

- DPM XV.3 :** *Operational Research.*—Nature and methodology of Operational Research. Model-building. Forecasting. Maximization and Minimization. Inventory Control: Replenishment and Depletion. Replacement. Queuing Theory. Formulation of Linear Programming problems: their solution by graphical and simplex methods and economic interpretation of solutions. Transportation and assignment models. Input-output Analysis. Theory of Games. Network Analysis. Other programming and scheduling techniques. Simulation. Applicability of Operational Research techniques in Public Management.
- DPM XVI :** *International Economic Relations*
- DPM XVI.1 :** *International Trade Theory.*—Theory of International Trade. Causes and consequences of international trade in goods and services. Factors affecting the localization of industries. Tariffs and the theory of free trade. The balance of payments. The sterling area. The gold standard. Post-war developments in international marketing procedures. Inflation. Causes and consequences of exchange rate adjustments. The procedures of international capital movements. International investments.
- DPM XVI.2 :** *Sri Lanka's External Economic Relations.*—The development of Sri Lanka's export economy, especially 19th and 20th century experiences. The post-independence era. The influence of external factors on Sri Lanka's economic development. Markets for tea, rubber and coconut. Economic problems and prospects of trade competition, in relation to the demand and supply of Sri Lanka's exports. Non-traditional exports. Tourism as a foreign exchange earner. Regional economic co-operation. Problems of and prospects for foreign exchange earnings. Sri Lanka's import structure: sources of imports. Bilateral trade agreements. The role of foreign aid in the Sri Lanka economy and its contribution to national economic development. Sri Lanka's relationship with I.B.R.D. and I.M.F. Diversification of trade and economic relationships. Problems of export marketing.
- Note.*—As the third paper in this area, candidates will offer DPM IX.2 : Contemporary Trends in trade and Aid.
- DPM XVII :** *Administration of Agricultural Development.*—
- DPM XVII.1 :** *Principles of Agricultural Economics.*—The role of agriculture in economic development. Capital Formation. Import substitution. Modernization. Principles of production. Costs of production. Pricing and employment of resources. Resource allocation. Labour; utilisation and productivity.
- DPM XVII.2 :** *Agricultural Policy and Planning.*—Agricultural policies and policy objectives. Process of policy formation. Economics of agriculture. Incentive programmes for production. Economic organisation of farming. Principles of agricultural planning; choice of alternatives, techniques for decision-making in planning.
- Note.*—As the third paper in this area, candidates may offer any one of the following.—DPM XVII. 3 : DPM XVII.4 : or DPM XVII.5 : or DPM XVII.6 :—
- DPM XVII.3 :** *Credit, Supplies and Marketing.*—Role of agricultural credit in an agrarian economy. Types of credit. Lending institutions. Effect of subsidies for rehabilitation and diversification of crops. Agricultural pricing policy and the functioning of Guaranteed Price Schemes. Storage, handling and processing techniques. Transport and marketing.
- DPM XVII.4 :** *Land Tenure and Land Administration.*—Land Tenure systems: their relation to the economic organisation and the social structure. Tenancy, ownership and security of tenure. Comparative study of land tenure and land-reforms. Impact of land reforms on agricultural development. Land redistribution versus consolidation of holdings. Co-operative and joint farming. Village level institutions: their form and role. Crop Insurance. Settlement patterns. Settler selection. Resource surveys and resource development. Physical planning and infrastructure development. Settlement planning settlement patterns and settler selection. Socio-economic effects of settlement.
- DPM XVII.5 :** *Farm Management.*—Definition of farm Management. Farm Surveys. Farm records and accounts. Analysis of farm business. Farm planning and budgeting. Determination of farm size and farm incomes. Types of farm management. State, Co-operative Collective, and self-management. Agricultural labour and employment. Land and water management.
- DPM XVII.6 :** *Agricultural Education and Extension.*—The need for agricultural extension. Sources of knowledge. Media of knowledge transfer. Communications and mass media. Problems of extension. Resistance to change and motivation for change. Farmer education. Organisational and institutional frame work for extension. Personnel for extension. The role of research in extension. Agricultural extension programmes and institutions in Sri Lanka.
- DPM XVIII :** *The Administration of Science and Technology*
- DPM XVIII.1 :** The Administration of Technical Organisations, historical survey of development science and technology and impact on national science policies. The Development Science Policies, Organisation and Machinery for policy formulation and for implementation of such programmes. Problems in the management of research and development: specific examination of fields such as health, natural resources, industrial development, agricultural development, the environment. Decision making in a technical environment.
- Social aspects of the application of advancing technologies.
- Note.*—As the second paper in this area candidates will offer one of the following :—
DPM V.2 : Personnel Policy and Administration or DPM VI.2 : Project Appraisal.
- As the third paper in this area, candidates may offer one of the following :—
DPM V.3 : Industrial Relations or DPM VII.4 : Educational planning and the Administration or
DPM VII.5 : Health planning and Administration or XIII.2 : Organisation and Management of Public Enterprises or DPM XV.3 : Operational Research.