

UNIVERSITY OF KELANIYA
POLICY ON HUMAN RESOURCES PLANNING FOR ACADEMIC STAFF

SECTION A.

Policy Name: Human Resources Planning for Academic Staff

Policy No. KLN/P-QA/2024/03

Effective Date : 15 January 2025

Responsible Party: Academic Establishments Division, Deans of the Faculties,
Heads of the Departments

Scope and Audience

The Human Resource (HR) Plan at the University of Kelaniya is designed to meet the needs of the University in relation to its academic staff and ensure smooth transitions in important roles. The plan focuses on analyzing HR needs, hiring, and retaining outstanding academic talents who share the university's goals. Additionally, the plan includes a strong strategy for preparing future leaders from within the academic community. By actively identifying and preparing successors, offering them chances to learn new skills, and promoting a culture of knowledge sharing, the university ensures that leadership transitions occur smoothly.

SECTION B

1. Policy Purpose

The Human Resources Goal (Goal No. 02 in the University's Strategic Plan) is to attract, recruit, develop and retain staff of the highest caliber to enable the attainment of the strategic goals of the university) of the University was carefully developed to align with the university's vision and mission while also fitting well with its overall strategy. A key factor in the University of Kelaniya's success is its strong Human Resources framework, which is clearly demonstrated by how they include HR objectives in their broader plan.

The human resources policy aims to support the above goal with several key objectives:

1. Strategic Hiring: Bringing in new staff members who fit well with the specific needs of each department. This helps make the organization more effective overall.
2. Student Education: Ensuring undergraduate students receive high-quality education without any interruptions.
3. Staff Development: Offering academic staff opportunities to further their education in relevant fields, which helps them grow professionally.
4. Workload Management: Establishing clear and fair guidelines for managing the workload of academic staff, including ensuring they have necessary breaks. This keeps things running smoothly and ensures staff have the support they need.
5. Succession Planning: Ensuring that the university has qualified individuals ready to step into key positions when required.

6. Policy Statement

The University of Kelaniya emphasizes efficient planning and deployment of academic staff across all its Departments of Study, aiming to maximize the utilization of approved positions for academic activities.

7. Definitions of Academic Staff

Academic staff members comprise of Senior Professors, Professors, Associate Professors, Senior Lecturers (Grades I and II), and Lecturers (unconfirmed, confirmed and probationary).

8. Responsibilities and Procedures for Implementation of HR Plan

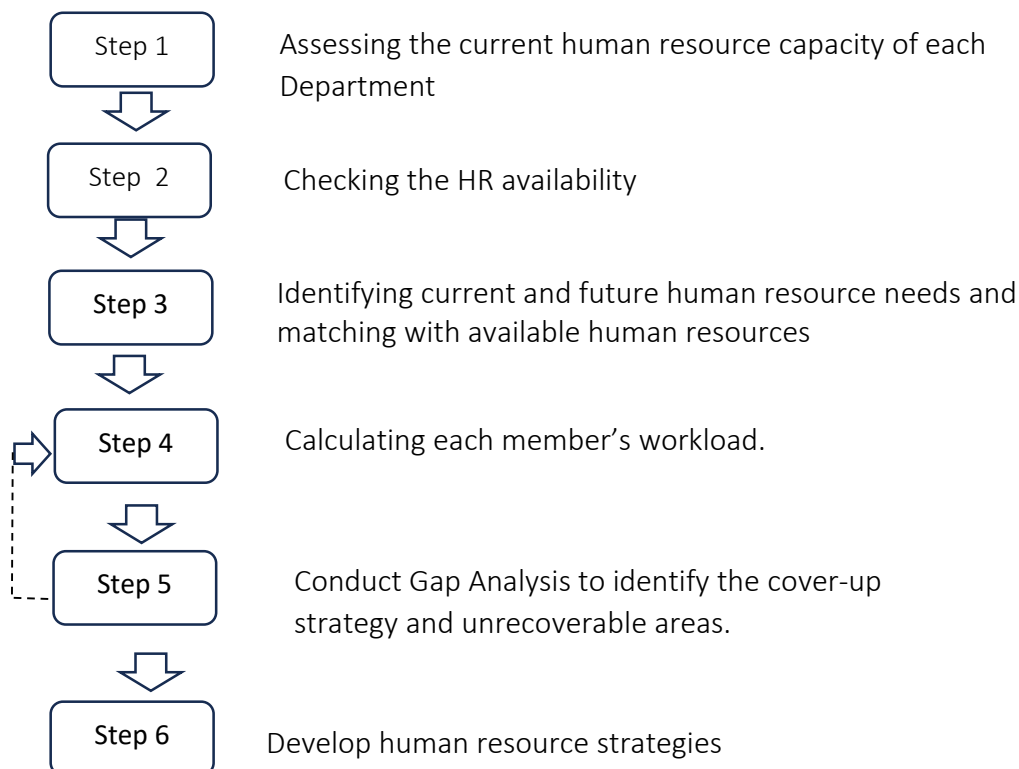
The proposed Human Resource Plan consists of two sections as follows.

Part A: HR audit and strategies

Part B : Succession plan

Part A: HR audit and strategies

Conducting a human resource audit and developing a suitable strategy has six steps, with the responsibility for implementation resting with the Head of Department and Dean of the Faculty.



Step 1- Assessing the current human resource capacity of each department

First step is to assess the current human resource capacity of each department. This involves identifying the designations, employment periods, teaching roles, and specialization areas of existing academic staff members, as detailed in Annex 01 **(Refer to Annex 1-Step 1)**.

Step 2: Checking the HR availability

Next step of the HR Plan should be named as Availability Audit. HOD should have common or one-to-one discussions with the staff members and get their availability for the next three years, considering the possibility of long-term study leave, sabbatical leave, or any other secondments which could affect the smooth operation of the teaching process of the department **(Refer to Annex 01 – Step 2)**.

Step 3 – Identifying Current and future human resource needs and match available human resources with required needs.

In the third step, identify all the subjects/course units offered by the Department, the key resource persons for the subject/course unit and his/her availability for the next three (03) years at the Department. This must be done with an open discussion with the academic staff members, asking about their plans that affect their availability to teach the specified subject in the next three years (**Refer to annex 01 – Step 3**).

Step 4: Calculating each member's workload.

As all the lecturers should adhere to the workload and work norm standards of the University, the teaching workload of each lecturer for the next three years should be calculated for each lecturer at the department. (**Refer to Annex 01 – Step 4**) and (**Annex 2 – Framework for Academic Accountability, UOK**)).

Step 5: Conduct Gap Analysis to identify the Cover-up strategy and unrecoverable areas.

Taking into consideration the potential non-availability of the staff members (teaching specific subjects) for the next three years, an attempt should be made to fill the potential gap internally with the existing staff members. In this process, HODs can identify excess workloads and department under-workload scenarios and discuss them with the lecturers to come up with suitable remedial actions to avoid anomalies.

Then, follow step 4 (Calculating each member workload) **again**. HODs should take the responsibility of approving the leave of the staff members. Therefore, HODs need to have a succession plan for each staff member. (**Refer Annex 01- Step 5 (i)**).

Then follow the step 5(ii) and (iii). The availability of adequate cadre positions for the department needs to be considered at this step. (**Refer to Annex 01 – Step 5 (ii) and (iii)**). **Annex 3- Commission Circular 4_2019 cadre norms**

Step 6: Develop human resource strategies

1. Short-term job openings should be covered by the following strategies:

1. Train and utilize excess human resources.
 2. Utilize existing human resources if the members are willing to work beyond the norm.
 3. Attempt to obtain human resources from other Departments of study.
 4. Recruit on a visiting basis.
2. For permanent job openings: If there is a permanent vacancy for core subjects, new recruitment should be conducted, subject to the provisions given under UGC circular 4 / 2019 on cadre norms.

Part B- Succession Plan

Developing a succession plan for executive positions at University of Kelaniya involves several steps to ensure a smooth transition and continuity of leadership.

1. **Identify Key Executive Positions:** Identify critical executive positions such as heads of departments, directors, program coordinators, and other leadership roles (excluding those of Dean and Vice-Chancellor) that require succession planning. The successor should be identified six months prior to the expiration of the executive position.
2. **Succession Criteria:** Define the criteria and qualities required for each executive position. This may include academic qualifications, leadership skills, administrative experience, research achievements, communication skills and other relevant factors specific to each role.
3. **Communication and Transparency:** Maintain open communication regarding the succession planning process. Keep academic staff informed about position vacancies, succession initiatives, and opportunities for growth and development within the university.
4. **Leadership Training:** Design and offer leadership development programs tailored to the needs of potential successors. These programs can focus on strategic planning, decision-making, conflict resolution, team management, and other essential leadership skills.
5. **Talent Identification:** Identify potential successors within the university community. This may involve reviewing performance evaluation results, assessing training in management/leadership, and considering other relevant criteria.
6. **Continual Improvement:** Continuously refine and improve the succession plan based on feedback, changing organizational needs, and emerging trends in higher education leadership.

9. Forms - Sample Excel Sheet.

10. Frequently Asked Questions

If there are common questions, the Centre for Quality Assurance (CQA) may wish to develop a FAQ list hosted on a website page. The URL link will be referenced here.

11. Related Information

Academic Staff Work Norms and Work Loads – University of Kelaniya /

UGC Framework for Academic Accountability/ Cadre Norms for fixing cadre of the
HEI

Revision History

(Revision Dates: Month, Year)

Annex 1

Step 1- Assessing the current human resource capacity of each department

#	Title	Name	Code	Current Designation	Date of Birth	Birth Year	Date of appointment	Expected Year of Retirement	Expected Date of Retirement	Area of Specialization
1	Dr.	Name 1	JMR	Head/Senior Lecturer I	DOB	1984	DOA	2049	Exp Retirement	Finance
2	Prof	Name 2	RPC	Senior Professor	DOB	1959	DOA	2024	Exp Retirement	Finance
3	Prof	Name 3	SSW	Professor	DOB	1973	DOA	2038	Exp Retirement	Management
4	Prof	Name 4	RA	Professor	DOB	1969	DOA	2034	Exp Retirement	Marketing/Enterpreunership
5	Prof	Name 5	PND	Professor	DOB	1970	DOA	2035	Exp Retirement	Finance
6	Ms.	Name 6	WBM	Senior Lecturer II	DOB	1987	DOA	2052	Exp Retirement	Management
7	Mr.	Name 7	MRP	Senior Lecturer II	DOB	1987	DOA	2052	Exp Retirement	Accounting
8	Dr.	Name 8	CL	Senior Lecturer II	DOB	1979	DOA	2044	Exp Retirement	Finance
9	Dr.	Name 9	CG	Senior Lecturer II	DOB	1984	DOA	2049	Exp Retirement	Banking
10	Ms.	Name 10	SDP	Senior Lecturer II	DOB	1989	DOA	2054	Exp Retirement	Accounting
11	Mr.	Name 11	HJR	Senior Lecturer II	DOB	1992	DOA	2057	Exp Retirement	Insurance
12	Mr.	Name 12	DW	Senior Lecturer II	DOB	1991	DOA	2056	Exp Retirement	Finance
13	Mr.	Name 13	AG	Senior Lecturer II	DOB	1992	DOA	2057	Exp Retirement	Finance
14	Mr.	Name 14	LAS	Lecturer	DOB	1990	DOA	2055	Exp Retirement	Economics
15	Ms.	Name 15	JS	Lecturer (Unconfirmed)	DOB	1987	DOA	2052	Exp Retirement	IT
16	Mr.	Name 16	PWG	Lecturer (Unconfirmed)	DOB	1991	DOA	2056	Exp Retirement	Economics
17	Ms.	Name 17	NH	Lecturer (Probationary)	DOB	1991	DOA	2056	Exp Retirement	Finance
18	Ms.	Name 18	UN	Lecturer (Probationary)	DOB	1991	DOA	2056	Exp Retirement	Banking

Step1 Staff Profile Step 2 Availability Step 3 Subject Allocation Step 4 WorkLoad Allocation Step5(i)-Coverup Strategy Step5 ... + : ◀

Step 2: Checking the HR availability

#	Title	Name	Code	Current Designation	2023/2024	2024/2025	2025/2026	Specilization				
					1 Sem	2 Sem	1 Sem	2 Sem	1Sem	2sem		
1	Dr.	Name 1	JMR	Head/Senior Lecturer I	●	●	●	●	●	●	Finance	Key
2	Prof	Name 2	RPC	Senior Professor	●	●	●	●	●	●	Finance	● Sabbaticle Leave
3	Prof	Name 3	SSW	Professor	●	●	●	●	●	●	Management	● Available
4	Prof	Name 4	RA	Professor	●	●	●	●	●	●	Marketing/Enterpreunership	● Study Leave
5	Prof	Name 5	PND	Professor	●	●	●	●	●	●	Finance	● Retired
6	Ms.	Name 6	WBM	Senior Lecturer II	●	●	●	●	●	●	Management	
7	Mr.	Name 7	MRP	Senior Lecturer II	●	●	●	●	●	●	Accounting	
8	Dr.	Name 8	CL	Senior Lecturer II	●	●	●	●	●	●	Finance	
9	Dr.	Name 9	CG	Senior Lecturer II	●	●	●	●	●	●	Banking	
10	Ms.	Name 10	SDP	Senior Lecturer II	●	●	●	●	●	●	Accounting	
11	Mr.	Name 11	HJR	Senior Lecturer II	●	●	●	●	●	●	Insurance	
12	Mr.	Name 12	DW	Senior Lecturer II	●	●	●	●	●	●	Finance	
13	Mr.	Name 13	AG	Senior Lecturer II	●	●	●	●	●	●	Finance	

Step1 Staff Profile **Step 2 Availability** Step 3 Subject Allocation Step 4 WorkLoad Allocation Step5(i)-Coverup Strategy Step5 ... +

Step 3 – Identifying Current and future human resource needs and match available human resources with required needs.

	A	C	L	M	N	P	Q	R	S	T	U	V	W	Y	Z	A
1		Teaching Panel and Hours							2023/2024							
2	Year	Subject Name	2 Hours	Lectuer 3	Hours	Status	Resource	Lecturer 1	Hours	Lecturer 2	Hours	Lectuer 3	Hours	Status	Resource	Lecturer 1
3	Y1S1	Microeconomics	22.5			Available	LAS	22.5	GM	22.5	0	0	0	Available	LAS	
4		Mathematics for Finance I				Available	PZ	45	0	0	0	0	0	Available	PZ	
5		Financial Accounting				Available	SDP	45	0	0	0	0	0	Not Available	SDP	
6		Technology	15			Available	JS	15	PZ	15	0	0	0	Available	JS	
7		Principles of Finance	10	UD	10	Available	RPC	10	JMR	10	UD	10	10	Not Available	RPC	
8		Basic Statistics for Finance				Available	GAP	30	0	0	0	0	0	Available	GAP	
9		Mathematics for Business	22.5			Available	RA	22.5	LAS	22.5	0	0	0	Not Available	RA	
10		Practices				Available	SSW	45	0	0	0	0	0	Available	SSW	
11																
12	Y1S2	Fundermentals of Managerial Acco	22.5			Available	SDP	22.5	GM	22.5	0	0	0	Not Available	SDP	
13		Management Principles and Practic				Available	SSW	30	0	0	0	0	0	Available	SSW	
14		Mathematics for Finance II				Available	GAP	45	0	0	0	0	0	Available	GAP	
15		Skills Development	10	ST	10	Available	CL	10	UD	10	ST	10	10	Available	CL	
16		Legal Environment of Business				Available	Visiting	30	0	0	0	0	0		Visiting	
17		Macroeconomics	22.5			Available	GM	22.5	LAS	22.5	0	0	0	Available	GM	
18		Business Statistics	30			Available	LAS	30	GAP	30	0	0	0	Available	LAS	
19		Marketing for Financial Services	15			Available	Visiting	15	RR	15	0	0	0	Available	Visiting	

< >

Step1 Staff Profile

Step 2 Availability

Step 3 Subject Allocation

Step 4 WorkLoad Allocation

Step5(i)-Coverup Strategy

Step5 ... + : ◀

Step 4: Calculating each member's workload.

Work norms

	Staff category	Minimum student contact hours required as per UGC Circular	
		Per academic year	Per week
1	Head of Department of Study / Unit	180	4.5
2	Senior Professor / Professor	300	7.5
3	Associate Professor	360	9.0
4	Senior Lecturer Gr I / II	380	9.5
5	Lecturer (confirmed / unconfirmed / probationary)	450	11.25
6	Instructor Gr I / Temporary Lecturer	480	12
7	Instructor Gr II / Temporary Demonstrator / Tutor	510	12.75

Policy on Human Resources Planning for Academic Staff, UOK
(Approved by 391st Senate Meeting and 532nd Council Meeting) December 2024

	A	B	C	D	E	F	G	H	I	J	K	L	M	P	Q	R
	#	Title	Name	Code	Current Designation	Specialization	Contact Hours / Year	Teaching Contact Hours (1/3)	Hours per week	1 Sem	2 Sem	Total	Over-Under			
2	1 Dr.	Name 1	JMR	Head/Senior Lecturer I	Finance		180	60	6	35	26.25	61.25	1.25			
3	2 Prof	Name 2	RPC	Senior Professor	Finance		300	100	10	32.5	11.25	43.75	-56.25			
4	3 Prof	Name 3	SSW	Professor	Management		300	100	10	75	26.25	101.25	1.25			
5	4 Prof	Name 4	RA	Professor	Marketing/Enterp		300	100	10	37.5	21.25	58.75	-41.25			
6	5 Prof	Name 5	PND	Professor	Finance		300	100	10	10	10	20	-80			
7	6 Ms.	Name 6	WBM	Senior Lecturer II	Management		380	127	13	0	0	0	-127			
8	7 Mr.	Name 7	MRP	Senior Lecturer II	Accounting		380	127	13	0	0	0	-127			
9	8 Dr.	Name 8	CL	Senior Lecturer II	Finance		380	127	13	45	60	105	-22			
10	9 Dr.	Name 9	CG	Senior Lecturer II	Banking		380	127	13	15	60	75	-52			
11	10 Ms.	Name 10	SDP	Senior Lecturer II	Accounting		380	127	13	142.5	42.5	185	58			
12	11 Mr.	Name 11	HJR	Senior Lecturer II	Insurance		380	127	13	0	0	0	-127			
13	12 Mr.	Name 12	DW	Senior Lecturer II	Finance		380	127	13	50	40	90	-37			
14	13 Mr.	Name 13	AG	Senior Lecturer II	Finance		380	127	13	45	55	100	-27			
15	14 Mr.	Name 14	LAS	Lecturer	Economics		450	150	15	82.5	22.5	105	-45			
16	15 Mr.	Name 15	JS	Lecturer (Unconfirmed)	IT		450	150	15	45	37.5	82.5	-67.5			
17	16 Ms.	Name 16	PWG	Lecturer (Unconfirmed)	Economics		450	150	15	0	0	0	-150			
18	17 Ms.	Name 17	NH	Lecturer (Probationary)	Finance		450	150	15	50	65	115	-35			
19	18 Ms.	Name 18	UD	Lecturer (Probationary)	Banking		450	150	15	92.5	70	162.5	12.5			
20	19 Ms.	Name 19	GAP	Lecturer (Probationary)	Mathematics		450	150	15	105	30	135	-15			
21	20 Ms.	Name 20	SL	Lecturer (Probationary)	Insurance		450	150	15	0	0	0	-150			
22	21 Ms.	Name 21	ST	Lecturer (Probationary)	Finance		450	150	15	42.5	70	112.5	-37.5			
23	22 Ms.	Name 22	TR	Lecturer (Probationary)	Mathematics		450	150	15	0	0	0	-150			
24	23 Ms.	Name 23	SZ	Lecturer (Probationary)	Mathematics		450	150	15	0	0	0	-150			

[Step1 Staff Profile](#)
[Step 2 Availability](#)
[Step 3 Subject Allocation](#)
[Step 4 WorkLoad Allocation](#)
[Step5\(i\)-Coverup Strategy](#)
[Step5 ..](#)

Step 5: Conduct Gap Analysis to identify the Coverup strategy and unrecoverable areas.

5(a)

	A	B	C	D	E	F	G	H	I	J	K	L	M	P	Q	R
	#	Title	Name	Code	Current Designation	Specialization	Minimum Required Student Contact Hours / Year	Minimum Required Teaching Contact Hours (1/3)	Required Hours per week	2023/2024	2 Sem	Total	Over-Under	2024/2025	Proposed work load allocation including coverup	Over-Under
2	1 Dr.	Name 1	JMR	Head/Senior Lecturer I	Finance		180	60	6	35	26.25	61.25	1.25		61.25	1.25
3	2 Prof	Name 2	RPC	Senior Professor	Finance		300	100	10	32.5	11.25	43.75	-56.25			
4	3 Prof	Name 3	SSW	Professor	Management		300	100	10	75	26.25	101.25	1.25		101.25	1.25
5	4 Prof	Name 4	RA	Professor	Marketing/Enterp		300	100	10	37.5	21.25	58.75	-41.25			
6	5 Prof	Name 5	PND	Professor	Finance		300	100	10	10	10	20	-80			
7	6 Ms.	Name 6	WBM	Senior Lecturer II	Management		380	127	13	0	0	0	-127			
8	7 Mr.	Name 7	MRP	Senior Lecturer II	Accounting		380	127	13	0	0	0	-127			
9	8 Dr.	Name 8	CL	Senior Lecturer II	Finance		380	127	13	45	60	105	-22		126.875	-0.125
10	9 Dr.	Name 9	CG	Senior Lecturer II	Banking		380	127	13	15	60	75	-52		133.75	6.75
11	10 Ms.	Name 10	SDP	Senior Lecturer II	Accounting		380	127	13	142.5	42.5	185	58			
12	11 Mr.	Name 11	HJR	Senior Lecturer II	Insurance		380	127	13	0	0	0	-127		0	-127
13	12 Mr.	Name 12	DW	Senior Lecturer II	Finance		380	127	13	50	40	90	-37			
14	13 Mr.	Name 13	AG	Senior Lecturer II	Finance		380	127	13	45	55	100	-27		100	-27
15	14 Mr.	Name 14	LAS	Lecturer	Economics		450	150	15	82.5	22.5	105	-45		126.875	-23.125
16	15 Mr.	Name 15	JS	Lecturer (Unconfirmed)	IT		450	150	15	45	37.5	82.5	-67.5		82.5	-67.5
17	16 Ms.	Name 16	PWG	Lecturer (Unconfirmed)	Economics		450	150	15	0	0	0	-150		0	-150
18	17 Ms.	Name 17	NH	Lecturer (Probationary)	Finance		450	150	15	50	65	115	-35		145	-5
19	18 Ms.	Name 18	UD	Lecturer (Probationary)	Banking		450	150	15	92.5	70	162.5	12.5		162.5	12.5
20	19 Ms.	Name 19	GAP	Lecturer (Probationary)	Mathematics		450	150	15	105	30	135	-15		135	-15
21	20 Ms.	Name 20	SL	Lecturer (Probationary)	Insurance		450	150	15	0	0	0	-150		30	-120
22	21 Ms.	Name 21	ST	Lecturer (Probationary)	Finance		450	150	15	42.5	70	112.5	-37.5		142.5	-7.5
23	22 Ms.	Name 22	TR	Lecturer (Probationary)	Mathematics		450	150	15	0	0	0	-150		0	-150
24	23 Ms.	Name 23	SZ	Lecturer (Probationary)	Mathematics		450	150	15	0	0	0	-150		0	-150

[Step 4 WorkLoad Allocation](#)
[Step5\(i\)-Coverup Strategy](#)
[Step5\(ii\) Coverup Strategy](#)
[Step5\(iii\) Unrecoverable](#)
[working](#)

Policy on Human Resources Planning for Academic Staff, UOK
(Approved by 391st Senate Meeting and 532nd Council Meeting) December 2024

5(b)

	C	D	E	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
1													COVERUP Strategy				
2					2023/2024	2024/2025	2025/2026					2023/2024	2024/2025	2025/2026			
3		Code	Current Designation	Specialization	1 Sem	2 Sem	1 Sem	2 Sem	1 Sem	2 Sem	1 Sem	2 Sem	1 Sem	2 Sem	1 Sem	2 Sem	
4		JMR	Head/Senior Lecturer I	Finance	●	●	●	●	●	●							
5		RPC	Senior Professor	Finance	●	●	●	●	●	●			CL/LAS	CL/LAS	CL/LAS	CL/LAS	CL/LAS
6		SSW	Professor	Management	●	●	●	●	●	●							
7		RA	Professor	Marketing/Entrepreneurship	●	●	●	●	●	●			CG	CG	CG	CG	
8		PND	Professor	Finance	●	●	●	●	●	●	NH/AG	NH/AG					
9		WBM	Senior Lecturer II	Management	●	●	●	●	●	●							
10		MRP	Senior Lecturer II	Accounting	●	●	●	●	●	●							
11		CL	Senior Lecturer II	Finance	●	●	●	●	●	●							
12		CG	Senior Lecturer II	Banking	●	●	●	●	●	●							
13	0	SDP	Senior Lecturer II	Accounting	●	●	●	●	●	●				no cover	no cover	no cover	no cover
14	1	HJR	Senior Lecturer II	Insurance	●	●	●	●	●	●							
15	2	DW	Senior Lecturer II	Finance	●	●	●	●	●	●				NH/SS/ST	NH/SS/ST	NH/SS/ST	NH/SS/ST
16	3	AG	Senior Lecturer II	Finance	●	●	●	●	●	●							
17	4	LAS	Lecturer	Economics	●	●	●	●	●	●							
18	5	JS	Lecturer (Unconfirmed)	IT	●	●	●	●	●	●							

5(c)

	A	B	C	D	E	F	G	H	I	J	K	L
4												
5	Legal Environment of Business	Law	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
6	Business and Corporate Law	Law	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
7	Banking Law & Regulations	Law	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
8	Insurance Laws and Regulation	Law	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
9	International Trade Finance	Banking	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
10	Reinsurance and Insurance Brokering	Insurance	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
11	Underwriting and Claims Management	Insurance	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
12	Simulation Techniques in Finance	Mathematics	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
13	Treasury Management	Banking	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
14	Technology in Banking	Banking	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting	Visiting
15												
16												
17	Financial Accounting	Accounting	Name 10	Name 10	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum
18	Advanced Financial Accounting	Accounting	Name 10	Name 10	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum
19	Corporate Compliance	Accounting	Name 10	Name 10	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum
20	Insurance Accounting and Analysis	Accounting	Name 10	Name 10	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum	Vacuum
21												