



**Mona School
of Business &
Management**

MSBM

The University of the West Indies, Mona



Master in
Business Administration (MBA)

Student Handbook

2022 - 2023

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Introduction

Our internationally accredited MBA programme will equip you with the critical solution oriented skills needed to excel in a globally competitive business environment. The MBA targets management professionals who are aspiring to higher executive management roles and/or entrepreneurship. The programme provides a sound general management base upon which students build specialized functional skills and knowledge. The programme is structured to provide incremental exposure to core courses and concentrations in: Marketing, Human Resources Management, International Business Management, Management Information Systems and Banking and Finance. Students may also choose the General Management concentration which provides exposure to a combination of functional areas.

Registration

Before the start of each semester, students are required to register for the courses that they will be pursuing.

Identification Card

Once you have registered for your classes, you will be able to obtain your ID card. Your Programme Coordinator will provide the necessary instructions.

The cost for identification card renewal is J\$500. The renewal fee is also applicable to students who change their enrollment status. The cost for identification card replacement is J\$750.

Student Requirements

- Students should have an active registration status until the completion of their degree. **Students who are not doing courses in a particular semester must request leave of absence** from the Office of Graduate Studies and Research for the inactive period.
- Students who are doing a second sitting of a graduate course must inform the Coordinator in writing indicating their name, identification number, the course code, the name of the course, and the semester in which the course is being done.

Attendance Policy

It is important for students to attend lectures regularly on a timely basis and to work steadily throughout the semester to benefit fully from the programme.

Any student who, having registered for a course and examination, fails to take the examination shall be deemed to have failed the examination. In cases of illness the candidate shall present to the Office of Graduate Studies and Research, a medical report detailing the illness which is submitted to the UWI Health Centre for approval. The student shall send the medical report within (7) seven days from the date of that part of the examination in which the performance of the student is affected.

Students who are not doing courses in a particular semester must request leave of absence. Requests for leave of absence should be sent to the Assistant Registrar, Graduate Studies and Research, indicating the reason for the request. Approval of a request for leave of absence is not automatic.

List of Courses

Course Code	Course Name	Credits
SBCO6000	Foundation Skills for Graduate Management Education	0
SBCO6030	Graduate Mathematics for Graduate Education	0
SBCO6080	Personal Development Electives (<i>Ethics in Business, Business and Social Etiquette, Career Development, Public Speaking</i>)	0
SBCO6520	Quantitative Methods and Statistical Techniques	3
SBCO6390	Strategic Human Resource Management	3
SBCO6130	Economics for Managers	3
SBCO6340	Business in a Global Environment	3
SBCO6070	Marketing for Managers	3
SBCO6380	Accounting and Financial Management	3
SBCO6170	Business Analytics	3
SBCO6190	New Ventures and Entrepreneurship	3
SBCO6160	Operations Management	3
SBCO6200	Business Policy and Strategic Management	3
SBCO6100	Transformational Leadership and Management	3
SBCO6180	MBA Final Project	3
SBFI6010	Investment Analysis and Portfolio Management (concentration)	3
SBFI6020	Advanced Corporate Finance (concentration)	3
SBFI6030	International Monetary Economics and Finance (concentration)	3
SBFI6040	Management of Financial Institutions (concentration)	3
SBMA6010	Market Research (concentration)	3
SBMA6020	Consumer Behaviour (concentration)	3
SBMA6030	Marketing Strategy & Product Policy (concentration)	3
SBMA6040	International Marketing and Export Strategy (concentration)	3
SBIB6010	International Human Resource Management (concentration)	3
SBIB6020	International Business Management (concentration)	3
SBHR6050	Human Resource Information Systems and Analytics (concentration)	3
SBHR6020	Industrial Relations and Negotiation Strategies (concentration)	3
SBHR6030	Organizational Development and Change (concentration)	3
SBMI6020	Electronic Commerce (concentration)	3
MGMT6024	IT Project Management (concentration)	3
SBMI6040	Enterprise Data Management (concentration)	3
SBMI6050	Business Systems Engineering (concentration)	3

Sequence of Courses

Year 1

Semester I (August to December)	
Group	Course Code & Title
Part-Time	SBCO6000: Foundation Skills for Graduate Management Education
Part-Time	SBCO6030: Graduate Mathematics for Graduate Education
Part-Time	SBCO6080: Ethics in Business
Part-Time	SBCO6080: Business and Social Etiquette
Part-Time	SBCO6080: Career Development
Part-Time	SBCO6080: Public Speaking
Part-Time	SBCO6520: Quantitative Methods and Statistical Techniques
Part-Time	SBCO6390: Strategic Human Resource Management
Semester II (January to April)	
Part-Time	SBCO6130: Economics for Managers
Part-Time	SBCO6170: Business Analytics
Part-Time	SBCO6070: Marketing for Managers
Semester III/Summer Term (May to August)	
Part-Time	SBCO6380: Accounting and Financial Management
Part-Time	SBCO6190: New Ventures and Entrepreneurship
Part-Time	SBCO6340: Business in a Global Environment

Year 2

Semester I (August to December)	
Group	Course Code & Title
Part-Time	SBCO6160: Operations Management
Part-Time	SBCO6200: Business Policy and Strategic Management
Part-Time	SBCO6100: Transformational Leadership and Management
Semester II (January to April)	
Part-Time	SBCO6180: MBA Final Project
Part-Time	2 courses of your preferred concentration
Semester III/Summer Term (May to August)	
Part-Time	SBCO6180: MBA Final Project
Part-Time	2 courses of your preferred concentration

Summary of Concentrations

SUMMARY OF CONCENTRATIONS

The five concentrations are listed in Table 3.

Table 3

CONCENTRATION COURSE	PRE-REQUISITES
BANKING & FINANCE	
SBFI6010 - Investment Analysis & Portfolio Management	SBCO6520 - Quantitative Methods & Statistical Techniques
	SBCO6380 - Accounting & Financial Management
	SBCO6030 - Graduate Mathematics for Management Education
	SBCO6130 - Economics for Managers
SBFI6020 - Advanced Corporate Finance	SBCO6520 - Quantitative Methods & Statistical Techniques
	SBCO6380 - Accounting & Financial Management
	SBCO6030 - Graduate Mathematics for Management Education
	SBCO6130 - Economics for Managers
SBFI6030 - International Monetary Economics & Finance	SBCO6030 - Graduate Mathematics for Management Education
	SBCO6380 - Accounting & Financial Management
	SBCO6130 - Economics for Managers

Table 3, cont'd.

CONCENTRATION COURSE	PRE-REQUISITES
SBFI6040 - Management of Financial Institutions	SBCO6030 - Graduate Mathematics for Management Education
	SBCO6380 - Accounting & Financial Management
	SBCO6130 - Economics for Managers
	SBCO6520 - Quantitative Methods & Statistical Techniques

INTERNATIONAL BUSINESS

SBIB6010 - International Human Resource Management	SBCO6390 - Strategic Human Resource Management
SBIB6020 - International Business Management	SBCO6340 - Business in a Global Environment
SBFI6030 - International Monetary Economics & Finance	SBCO6030 - Graduate Mathematics for Management Education
	SBCO6380 - Accounting and Financial Management
	SBCO6130 - Economics for Managers
SBMA6040 - International Marketing & Export Strategy	SBCO6070 - Marketing for Managers

Table 3, cont'd.

CONCENTRATION COURSE	PRE-REQUISITES
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MARKETING

SBMA6010 - Market Research	SBCO6070 - Marketing for Managers
SBMA6020 - Consumer Behaviour	
SBMA6030 - Marketing Strategy & Product Policy	
SBMA6040 - International Marketing & Export Strategy	

MANAGEMENT INFORMATION SYSTEMS

SBMI6020 - Electronic Commerce	SBCO6170 - Business Analytics
MGMT6024 - IT Project Management	
SBMI6040 - Enterprise Data Management	
SBMI6050 - Business Systems Engineering	

Table 3, cont'd.

CONCENTRATION COURSE	PRE-REQUISITES
HUMAN RESOURCE MANAGEMENT	
SBHR6050 - Human Resource Information Systems and Analytics	SBCO6170 - Business Analytics
	SBCO6390 - Strategic Human Resource Management
SBHR6020 - Industrial Relations & Negotiation Strategies	SBCO6390 - Strategic Human Resource Management
SBHR6030 - Organizational Development & Change	
SBIB6010 - International Human Resource Management	

Course Descriptions

SBCO6000 - Foundation Skills for Graduate Management Education

The rationale for this course is that students must have a secure foundation in the skills and attitudes required for successful completion of their programme. The course covers tools and techniques for gathering information combined with the application of reasoning, logic and argument to the handling of intellectual problems and management thinking. Proficiency in critical thinking and all aspects of communication in written and oral formats will be developed.

SBCO6030 - Graduate Mathematics for Graduate Education

This course deals with some of the basic mathematical problems that students have and minimizes the fear of doing mathematics. It deals with typical mathematical shortcomings of MBA students and re-orientates them to various mathematical concepts related to the disciplines they will cover in the MBA programme.

SBCO6080 - Personal Development Electives

Ethics in Business

This seminar will introduce participants to the nature of ethics in business and the questions concerning the possibility of such a task. It will present an overview of selected ethical theories and identify and outline approaches to resolving dilemmas which arise in the conduct of business. It will take special account of the Jamaican/Caribbean context and issues that arise in the conduct of business in that arena.

Business and Social Etiquette

Etiquette, the customary code of polite behaviour in a society, has become increasingly important in today's global business environment where organizations compete on the basis of service delivery. Manners are more than niceties. They are among the crucial business skills required for personal and organizational success since many business activities take place in social settings. The seminar will cover the dos and don'ts in the various social settings that students will face as they graduate and move through the corporate world or the public sector.

Career Development

This course seeks to help students to better identify their interests, abilities and values and relate them to their job search and professional objectives; to further develop the tools of job search and the skills for interfacing with the job market.

Public Speaking

This seminar is designed to ensure that students develop one of the most important skills that organizations have identified – Public Speaking. This course along with all the other presentations

that are done throughout the other courses of the programme ensures that the student is well-rounded and comfortable in speech making and public speaking.

SBCO6520 - Quantitative Methods and Statistical Techniques

This course is concerned with the use of quantitative and statistical techniques to assist in rational decision making. The emphasis is not on the techniques themselves, but rather on how they can contribute to better decisions. The approach is to present real business situations in which quantitative and statistical techniques have been applied successfully and to show how managers can use the methods to make better decisions.

SBCO6390 - Strategic Human Resource Management

This course provides the opportunity for current and future business leaders to better understand the place of human resource management (HRM) in a business. Located at the strategic level, it is simultaneously directed at HR specialists and at those from other areas of business. The course explores theories, concepts, techniques and applications that inform the design and implementation of HR practices that will ensure organizational effectiveness and competitive advantage. Emphasis will be placed on how HR practices are influenced by internal and external forces, including ethics and corporate governance, business strategy, global competition, technological change, unionization and workforce characteristics. It combines rigorous exposure to the scholarly and practitioner literature with a strong emphasis on the application of authentic assessment strategies.

SBCO6130 - Economics for Managers

This course introduces students to the economic approach to social analysis and the economic fundamentals of enterprise. Principles and analysis not solutions, are emphasized to develop economic thinking. The course explores five basic themes: market allocation, transaction costs, strategic behaviour, economic development and economic policy.

SBCO6340 - Business in a Global Environment

This course examines the critical aspects of the global business environment that influence a firm's decisions and behaviour. It focuses on the macroeconomic, institutional and technological factors at both international and national levels that shape the environment in which firms compete.

SBCO6070 - Marketing for Managers

This course introduces participants to the theoretical and conceptual underpinnings of marketing. The course goes beyond marketing theories and concepts to show how the application of marketing principles can assist decision makers in public and private sector organizations in Jamaica and the Caribbean to develop and implement marketing strategies that will enhance their competitive positions in the global economy.

SBCO6380 - Accounting and Financial Management

This course provides an understanding of financial decision making and financial theory from the point of view of corporate financial managers in competitive financial markets. It also introduces the basic concepts and methods used in corporate financial reporting for external users of financial information. A rigorous

and analytical approach is used throughout the course. The topics that will be covered include apportionment for pricing decisions, cost behaviour, decision making and budgeting, the discounted cash flow techniques, corporate capital budgeting and valuation, working capital management and cost of capital. The course's objective is to provide a framework as well as the concepts, and tools for analyzing corporate finance problems and issues, based on the fundamental principles, with an understanding of application to real-world situations.

SBCO6170 - Business Analytics

This course examines the ways in which enterprises such as businesses, non-profits, and governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance and strategic planning among other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for a range of world-leading companies. With the increasing availability of broad and deep sources of information- Big Data- business analytics are becoming an even more critical capability for enterprises of all kinds.

SBCO6190 - New Ventures and Entrepreneurship

This course is designed to give participants practical skills and methodology for identifying, analyzing and developing new business concepts. It gives an understanding of the process of new business creation, entrepreneurial behaviour and the entrepreneurial process, including the issues that affect family businesses. It also analyzes the concept of intrapreneurship, which deals with application of entrepreneurial thinking within the framework of being employed in an organization.

SBCO6160 - Operations Management

This course introduces students to the strategic and operational issues, and decisions involved in managing the operations of a firm. The transformation of raw materials (labour, energy, etc.) into goods and services is influenced by decisions such as the choice of technologies, the design of the facilities, the processes involved and the effectiveness of the production plans.

SBCO6200 - Business Policy and Strategic Management

This course is designed to improve the participant's ability to integrate knowledge of functional disciplines into a general management perspective and evaluate internal and external conditions and forces that have impacted on business organizations.

SBCO6100 - Transformational Leadership and Management

This course is designed to create awareness of individual behaviour and collective behaviour within an organization as well as awareness of the ways in which management and leadership can influence and shape these behaviours. Additionally, it is designed to influence the views and behaviours of participants in relation to leadership for transformation. It focuses on principle-centred behaviour, the ability to inspire self and others, creative thinking, and problem solving as the driving forces for influencing and managing change in an organizational environment.

Concentration Course Descriptions

BANKING & FINANCE

SBFI6010: Investment Analysis and Portfolio Management

This course in investment analysis covers topics related to the efficiency of capital markets and the pricing (valuation) and use of various financial securities. The financial instruments reviewed are stocks, bonds, call and put options, commodity futures contracts and swaps. Instruments are also considered.

SBFI6020: Advanced Corporate Finance

Corporate Finance covers any decision that may have financial implications for the firm and these can be categorized as follows:- investments that should be made, the firm's role in paying for investments and the expected returns and distribution of such returns. Built around the valuation imperative, this advanced course addresses issues in large corporations, private firms and in specialized situations of acquisitions and corporate distress.

SBFI6030: International Monetary Economics and Finance

This course is designed to give students an introduction to international finance and institutions. It deals with how optimal corporate decisions are made given the international environment. This is achieved through a thorough study of various exchange rate determination theories, international corporate finance and international portfolio diversification models.

SBFI6040: Management of Financial Institutions

This course applies financial management techniques to the management of financial institutions, covering issues such as ownership and control, analysis of financial performance, risk and rewards and budgeting. The major risks facing these institutions are discussed and processes that are used to control risks are identified and explored.

MARKETING

SBMA6010: Market Research

This course provides an understanding of the links between the needs of marketing and the capabilities of research. Its aim is to increase the knowledge of students about the application of research, to reduce uncertainty in decision making and to develop a knowledge and understanding of the important role of information in marketing practices.

SBMA6020: Consumer Behaviour

This course examines the basic concepts concerning research and findings about consumer behaviour to promote an understanding of how these ideas can be used in marketing decision making. The course also covers research design and methodologies used in marketing and influencing consumer behaviours.

SBMA6030: Marketing Strategy & Product Policy

This course offers students an opportunity to broaden their understanding of strategic marketing management. It explores issues such as price and cost dynamics and brand management strategies for products and services.

SBMA6040: International Marketing and Export Strategy

The main focus of this course is on management of the marketing function of multinational enterprises or corporations (MNE or MNC). The fact that MNEs operate in different nations means that they must operate within the context of varied national requirements and cultural expectations. This course applies theories and models to actual situations through case analysis and examines management practices from an international marketing perspective.

INTERNATIONAL BUSINESS**SBIB6010: International Human Resource Management**

This course is aimed at exploring how to leverage human resources (HR) to make value added contributions to the survival and success of the business enterprise in the international marketplace. The course will make students aware of HR competencies which are critical building blocks for determining the future directions of organizations. The course will also expose students to topical issues which highlight the emerging connectivity between International Trade, Labour and Employment Relations.

SBIB6020: International Business Management

This course is designed to familiarize participants with the globally applicable theories and practices of international business management. It identifies the problems facing executives of firms and public policy makers in particular those operating in developing countries, including the Caribbean region. Strategies and solutions are explored.

SBFI6030: International Monetary Economics and Finance

This course is designed to give students an introduction to international finance and institutions. It deals with how optimal corporate decisions are made given the international environment. This is achieved through a thorough study of various exchange rate determination theories, international corporate finance and international portfolio diversification models.

SBMA6040: International Marketing and Export Strategy

The main focus of this course is on management of the marketing function of multinational enterprises or corporations (MNE or MNC). The fact that MNEs operate in different nations means that they must operate within the context of varied national requirements and cultural expectations. This course applies theories

and models to actual situations through case analysis and examines management practices from an international marketing perspective.

HUMAN RESOURCE MANAGEMENT

SBHR6050: Human Resource Information Systems and Analytics

This course provides a thorough foundation in the use of purpose-driven information and communications technologies to improve the management of the human resource (HR) function and contribute to the strategic objectives of a business. It provides students with a sound knowledge of major Human Resource Information Systems (HRIS) developments relating to the interface between Human Resource Management (HRM) and technology (e.g. software as a service, cloud computing, shared service centres, centres of excellence, workforce analytics) and analyze their implications for the HR strategy of a business. In this course, students will understand the value of their HR data and apply the appropriate HR analytics to this data for strategic decision making.

SBHR6020: Industrial Relations and Negotiation Strategies

The focus of this course is to introduce participants to the scope and models of industrial relations, highlighting key Industrial Relations concepts. Collective bargaining and the role of trade unions are discussed, with particular attention being paid to conflict management, dispute resolution and negotiation skills.

SBHR6030: Organizational Development and Change

This course will provide students with the knowledge and skill to become sensitive and responsive to the challenge of organizational change. The course provides participants with practical tools and techniques in business diagnosis, business problem solving and change management.

SBIB6010: International Human Resource Management

This course is aimed at exploring how to leverage human resources (HR) to make value added contributions to the survival and success of the business enterprise in the international marketplace. The course will make students aware of HR competencies which are critical building blocks for determining the future directions of organizations. The course will also expose students to topical issues which highlight the emerging connectivity between International Trade, Labour and Employment Relations.

MANAGEMENT INFORMATION SYSTEMS

SBMI6020: Electronic Commerce

In this course, students will explore what e-commerce is and how companies can make and have made use of the possibilities offered by the internet. Secondly, it will discuss some of the techniques that have proven useful in data warehousing and data mining. Finally, it will explore the extent to which this technology can be used in the developing world in general and Jamaica in particular.

MGMT6024: IT Project Management

This course is designed to provide participants with a comprehensive understanding of the issues involved in managing technologies to improve the performance of firms in the important sectors of the Jamaican economy.

SBMI6040: Enterprise Data Management

The objective of this course is to give students a broad overview of managerial, strategic and technical issues associated with enterprise data management. The topics that will be covered include data management for transactional queries (database management systems), data management for strategic decision making (data warehousing), data quality, business intelligence, data governance, and data privacy and security. Students exposed to this course will bring the practical knowledge they gain throughout the course to the organization and will be able to transform these organizations by providing techniques for harnessing this data for improved strategic decision making.

SBMI6050: Business Systems Engineering

The objective of this course is to provide students with a general introduction to Business Systems Engineering. The topics that will be covered include: Business Systems Engineering Life-Cycle; Socio-Technical Systems; Business Systems Requirements & Requirements Engineering Processes; System Models; Planning for Verification and Validation; The Open Source Development Model; Cloud Computing Service Models; Software Business Value.

GENERAL MANAGEMENT

For this concentration, students should select **FOUR (4) ELECTIVES** from any combination of concentrations subject to prerequisites.

MBA Final Project

The MBA Final Project is designed to provide an opportunity for students to incorporate concepts and theories learned throughout the MBA programme to address a business problem facing an existing organization or design solutions to a possible problem which organizations have not realized. Students will be grouped and mandated to work on/solve a problem in an organization over a 6-month period. This compulsory Final Project will contribute 3 credits to the students' overall programme.

Course Work Assignments

All assessments will be administered through the MSBM-ELS. The assignment must be uploaded to the drop box in the course container but a copy must also be submitted at the MSBM Reception desk.

- Submit your completed assessments within the timelines specified on the course outline and examination schedule.
- All coursework grades can be accessed via MSBM's Executive Learning Space (ELS).
- Course work marks will not be given out over the telephone or to third parties.

Examinations

All examinations for MSBM graduate programmes are regulated by the Office of Graduate Studies and Research and the UWI examinations Section.

Final examination marks will not be given out to students who visit the office, to students who telephone or to third parties. If you wish to view your final mark for a course you must do so online (unofficial transcript). Final examination marks will be disseminated by the Examinations Section of the UWI Mona and not by MSBM.

GPA for Course Work/Exam

A student who fails an element of a course that counts towards the final grade (either course work or final examination) will be deemed to have that course. They will be assigned the grade FC or FE (Fail Course work, Fail Exam) if they obtain an overall mark of 50% or higher. **In order to pass a course you must pass both the course work and the final examination**. You must re-sit the section of the course (course work or final examination) you failed. If you fail both sections you must re-sit the entire course (course work and final examination).

Marking Scheme

The marking scheme for Higher Degrees is as follows:

GRADE	MARK %
A+	90-100
A	80-89
A-	75-79
B+	70-74
B	65-69
B-	60-64
C+	55-59
C	50-54
F1	45-49
F2	40-44
F3	0-39
FC/FE	≥50

Where graduate students write undergraduate examinations for postgraduate credit those examinations shall be graded in accordance with the above scheme.

Learn more: <https://www.uwi.edu/postgradgpa/how-it-works>

The Award of Distinction and of High Commendation

The University's requirements of a minimum GPA for Postgraduate taught programmes is 2.0. Students who matriculate to the University in August 2021 and after must earn this minimum grade point average in their taught programmes. It does not apply to continuing postgraduate students. Note that individual department, college, school or programme requirements may exceed this minimum. All other existing requirements, both faculty and university, that are based on any calculated GPA will apply accordingly.

GPA	CATEGORY
3.70	DISTINCTION
3.30 - 3.69	MERIT
2.00 - 3.29	PASS
< 2.0	FAIL

- Based on overall programme GPA
- Research project will be considered another course for the calculation of programme GPA
- Failure / repeating of any course(s) will NOT disqualify from 'distinction' if overall GPA ≥ 3.70
- Professional doctorates: Distinction = ≥ 3.70 in Courses + High Commendation in Research

GPA for Course work /Exam

A student who fails an element of a course that counts towards the final grade (*either course work or final examination*), will be deemed to have failed that course.

They will be assigned the grade **FC** or **FE** (Fail Course work, Fail Exam), if they obtain an 'overall' mark of 50% or higher.

A student who passes an element of a course but does not obtain an overall mark of 50 or higher, will fall into the grade category in accordance with the mark achieved i.e., F1, F2. F3.

Learn more: <https://www.uwi.edu/postgradgpa/degree-requirements>

Plagiarism

The unauthorized and/ or unacknowledged use of another person's intellectual efforts, ideas and creations under one's own name is regarded as a form of cheating. If a student is found guilty of plagiarism, the student will be awarded a fail grade in the course concerned and may also be subject to other disciplinary actions. Please note that all assessments that include essays will be submitted through TURNITIN by the lecturer.

Graduate Course Work Accountability Statement

All students registered for postgraduate courses in the Faculty of Social Sciences, are required to attach a signed course work accountability statement to the front of any document submitted as a component of course work save that when course work consists of an invigilated examination no accountability statement is required and where the submission is entirely in electronic form, the student shall make an equivalent declaration electronically.

Learn More:

<https://www.mona.uwi.edu/postgrad/sites/default/files/postgrad/uploads/Graduate%20Coursework%20Accountability%20Statement.pdf>

Tuition

See Graduate Tuition Guidelines on the MSBM website for fees and schedule of payments:

https://www.mona.uwi.edu/msbm/sites/default/files/msbm/uploads/graduate_tuition_fees_2021-2022_upd_aug2021_0.pdf



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