



**Mona School
of Business &
Management**

MSBM

The University of the West Indies, Mona



Master in
Business Administration (MBA)

Student Handbook

2026 - 2027

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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\$1,350. The renewal fee is also applicable to students who change their enrollment status. The cost for identification card replacement is J\$1,500.

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 seven (7) 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.

Dress Code Policy

All students enrolled in MSBM graduate programmes are expected to adhere to a **business casual or smart casual dress code** while attending classes or participating in any school-affiliated events. Students are expected to dress in a manner that is professional, appropriate and respectful of the academic environment. This standard of dress reflects the professional environment MSBM seeks to cultivate and prepares students for meaningful interactions with faculty, corporate partners, and industry professionals.

List of Courses

| Course Code | Course Name | Credits |
|-------------|---|---------|
| SBCO6000 | Foundation Skills for Graduate Management Education | 0 |
| SBCO6030 | Graduate Mathematics for Management Education | |
| SBCO6080 | Personal Development Electives (<i>Ethics in Business, Career Development, Public Speaking</i>) | |
| SBCO6070 | Marketing for Managers | 3 |
| SBCO6120 | Advanced Leadership and Transformational Management | 3 |
| SBCO6130 | Economics for Managers | 3 |
| SBCO6160 | Operations Management | 3 |
| SBCO6170 | Business Analytics | 3 |
| SBCO6180 | MBA Final Project | 3 |
| SBCO6190 | New Ventures and Entrepreneurship | 3 |
| SBCO6340 | Business in a Global Environment | 3 |
| SBCO6380 | Accounting and Financial Management | 3 |
| SBCO6200 | Business Policy and Strategic Management | 3 |
| SBCO6390 | Strategic Human Resource Management | 3 |
| SBCO6520 | Quantitative Methods and Statistical Techniques | 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 |
| SBHR6020 | Industrial Relations and Negotiation Strategies (concentration) | 3 |
| SBHR6030 | Organizational Development and Change (concentration) | 3 |
| SBHR6050 | Human Resource Information Systems and Analytics (concentration) | 3 |
| SBIB6010 | International Human Resource Management (concentration) | 3 |
| SBIB6020 | International Business Management (concentration) | 3 |
| SBMA6040 | International Marketing and Export Strategy (concentration) | 3 |
| SBMA6010 | Market Research (concentration) | 3 |
| SBMA6020 | Consumer Behaviour (concentration) | 3 |
| SBMA6030 | Marketing Strategy & Product Policy (concentration) | 3 |
| SBMA6060 | Digital Marketing Analytics (concentration) | 3 |
| SBMI6020 | Electronic Commerce (concentration) | 3 |
| SBMI6030 | Information Technology Project Management | 3 |
| SBMI6040 | Enterprise Data Management (concentration) | 3 |
| SBMI6050 | Business Systems Engineering (concentration) | 3 |
| SBSE6010 | Entrepreneurship for Creatives (concentration) | 3 |
| SBSE6020 | Innovation, Corporate Entrepreneurship & Sustainability (concentration) | 3 |
| SBSE6030 | Entrepreneurial Finance and Venture Capital (concentration) | 3 |
| SBSE6040 | Sustainable Business Management Strategies (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 Management Education |
| Part-Time | SBCO6080: Ethics in Business |
| Part-Time | SBCO6080: Career Development |
| Part-Time | SBCO6080: Public Speaking |
| Part-Time | SBCO6390: Strategic Human Resource Management |
| Part-Time | SBCO6520: Quantitative Methods and Statistical Techniques |
| 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 | SBCO6120: Advanced Leadership and Transformational Management |
| Part-Time | SBCO6340: Business in a Global Environment |
| Part-Time | SBCO6380: Accounting and Financial Management |

Year 2

| Semester I (August to December) | |
|--|--|
| Group | Course Code & Title |
| Part-Time | SBCO6160: Operations Management |
| Part-Time | SBCO6190: New Ventures and Entrepreneurship |
| Part-Time | SBCO6200: Business Policy and Strategic 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

| CONCENTRATION COURSE | PRE-REQUISITES |
|--|---|
| BANKING & FINANCE | |
| SBIB6010 - Investment Analysis & Portfolio Management | SBC06520 - Quantitative Methods & Statistical Techniques |
| | SBC06380 - Accounting and Financial Management |
| | SBC06030 - Graduate Mathematics for Management Education |
| | SBC06130 - Economics for Managers |
| SBFI6020 - Advanced Corporate Finance | SBC06520 - Quantitative Methods & Statistical Techniques |
| | SBC06380 - Accounting and Financial Management |
| | SBC06030 - Graduate Mathematics for Management Education |
| | SBC06130 - Economics for Managers |
| SBFI6030 - International Monetary Economics & Finance | SBC06030 - Graduate Mathematics for Management Education |
| | SBC06380 - Accounting and Financial Management |
| | SBC06130 - Economics for Managers |
| SBFI6040 - Management of Financial Institutions | SBC06030 - Graduate Mathematics for Management Education |
| | SBC06380 - Accounting & Financial Management |
| | SBC06130 - Economics for Managers |
| | SBC06520 - Quantitative Methods & Statistical Techniques |

| CONCENTRATION COURSE | PRE-REQUISITES |
|--|---|
| 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 |

| CONCENTRATION COURSE | PRE-REQUISITES |
|---|--|
| MARKETING | |
| SBMA6010 - Market Research | SBCO6070 - Marketing For Managers |
| SBMA6020 - Consumer Behaviour | |
| SBMA6030 - Marketing Strategy & Product Policy | |
| SBMA6060 - Digital Marketing | |

| CONCENTRATION COURSE | PRE-REQUISITES |
|---|--------------------------------------|
| MANAGEMENT INFORMATION SYSTEMS | |
| SBMI6020 - Electronic Commerce | SBCO6170 - Business Analytics |
| SBMI6030 - Information Technology 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.

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 course is designed to enhance the public speaking skills of graduate students by emphasizing advanced techniques in speech delivery, audience engagement and persuasive communication. Through practical exercises, peer feedback, and professional evaluations, students will gain the ability to craft and deliver compelling presentations to a variety of audiences.

SBCO6520 - Quantitative Methods and Statistical Techniques

This course introduces students to essential tools for accurate quantitative analysis in managerial decision-making. It aims to equip decision-makers with logical frameworks for understanding business problems and applying statistical techniques to solve them. Delivered in two complementary modules, the first focuses on the principles of statistics and their relevance to managerial decisions. The second module introduces commonly used quantitative methods for structuring and analyzing business problems.

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 the organization. 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.

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 behavior, economic development and economic policy.

SBCO6340 - Business in a Global Environment

This course examines the nature and characteristics of the global environment in which all firms operate. It focuses on the economic, institutional, and cultural forces that shape the global business environment in which firms compete.

SBCO6070 - Marketing for Managers

In this course, participants will be exposed to the core concepts, principles and tools of marketing and application of these to problems relevant to Caribbean economies. There will also be opportunities to examine the impact of key factors, such as technological developments, competition, economic policies and cultural trends, on marketing practice and decision-making with an emphasis on creating customer value and building customer relationships.

SBCO6380 - Accounting and Financial Management

The main objective is to provide an understanding of financial decision making, accounting 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.

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 explores the foundations of the entrepreneurial process, guiding students through identifying opportunities, evaluating their viability, and developing credible business plans. It focuses on four key themes: the challenges of entrepreneurship—particularly within the Jamaican and Caribbean contexts, the entrepreneurial journey, launching a business, and executing a business plan.

SBCO6160 - Operations Management

This course provides a framework for addressing operational processes and supply chain issues. It will introduce students to the strategic and operational challenges and decisions involved in managing the operations of a firm. The operations function in the firm is concerned with managing the processes by which basic resource inputs (raw materials, labour, energy etc.) are transformed into these goods and services.

SBCO6200 - Business Policy and Strategic Management

This course is designed to introduce students to the dynamics of how firms formulate, implement, and evaluate strategies. It provides students with an in depth understanding of the complexities, and constraints of the external environment as well as internal variables in enterprise management that are essential for optimal decision making. It covers essential aspects of sustainable competitive advantage and the effective management of Environmental, Social and Governance (ESG) issues.

SBCO6210 - Advanced Leadership and Transformation Management

This course prepares students to lead effectively in today's dynamic workplace, combining leadership theory with real-world business practice. Rooted in a social constructivist approach, it integrates established principles, contemporary perspectives, and the responsible use of generative AI tools to enhance learning and encourage collaboration. Delivered in a blended format, the course covers key leadership concepts, including transformational and transactional leadership, ethical leadership, change management, and strategic decision-making, using foundational texts like Northouse's *Leadership: Theory and Practice* and Yukl's *Leadership in Organizations*.

Concentration Course Descriptions

BANKING & FINANCE

SBFI6010: Investment Analysis and Portfolio Management

This graduate-level course offers an in-depth exploration of investment analysis, focusing on the tools and techniques used in evaluating various investment opportunities. Students will develop a solid understanding of financial markets, asset pricing, and portfolio management. The course covers key topics such as risk and return analysis, valuation of equity and fixed-income securities and modern portfolio theory.

SBFI6020: Advanced Corporate Finance

This course equips students with advanced financial knowledge and strategic tools essential for senior-level decision-making in today's complex business environment. Building on foundational finance concepts, it focuses on topics such as capital structure, investment evaluation, and financial market navigation.

SBFI6030: International Monetary Economics and Finance

This course exposes the student to the world of international finance and economics. The course's major emphasis is on international financial players, foreign exchange regimes and derivative securities that are commonly used to hedge foreign exchange risks. Students will also be exposed to important skills and tools that are required to successfully operate a multinational firm as it relates to acquiring debt and equity in international capital markets as well as evaluating foreign investments.

SBFI6040: Management of Financial Institutions

The crucial role of financial institutions in the economy has earned them a "special" status, necessitating a dedicated course to explore their unique management challenges. This course will cover core topics such as financial performance analysis, capital structure adequacy, dividend policy, and risk management.

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

Consumer behaviour is essential for developing a comprehensive understanding of the factors that drive consumer decisions and to prepare students to effectively navigate the complexities of effective marketing strategies. The course explores how the examination and application of consumer behavior is central to the planning, development, and implementation of marketing strategies.

SBMA6030: Marketing Strategy & Product Policy

This course explores the role of marketing strategy in the modern organization. The course utilizes the most important concepts and techniques that managers need to analyze today's markets and capitalize on the continually emerging opportunities. Regardless of the student's chosen discipline, this course will assist them in developing an appreciation for the impact of good or bad marketing strategy on business performance in the short, medium, and long term.

SBMA6060: Digital Marketing Analytics

This course explores the realm of digital marketing analytics, empowering students with the tools and techniques to harness the power of data-driven insights. By exploring the intricate interplay of digital channels, students will understand how to collect, analyze, and interpret data to measure campaign performance, optimize strategies, and make informed business decisions.

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

The phenomena of globalisation, the drive for international competitiveness and location substitution, rapid changes and diffusion in information and communication technologies, and the increased mobility of labour have combined to create the imperative for new internationally focused approaches in HRM.

The course will equip students with the HR competencies that are critical for effective stewardship as HR Leaders in this context, while exposing them to topical issues from a regional perspective. In so doing it will foster reflection on the broader relationship of key areas of IHRM to closer-to-home developments in financial and human capital mobility.

SBIB6020: International Business Management

The course examines 'International Business theories, systems, and institutions', in which the objective is to understand the theories and concepts of International Business and the global environment in which business organizations operate. The course provides a platform for the development of skills in - Foreign Direct Investment, Regional Economic Integration, Organization of International Business and analysis of differences in Culture, complexity of international business operations, social responsibility, and Sustainability, the Strategy and Structure of International Business, Foreign Exchange Market and The International Monetary System.

SBFI6030: International Monetary Economics and Finance

This course exposes the student to the world of international finance and economics. The course's major emphasis is on international financial players, foreign exchange regimes and derivative securities that are commonly used to hedge foreign exchange risks. Students will also be exposed to important skills and tools that are required to successfully operate a multinational firm as it relates to acquiring debt and equity in international capital markets as well as evaluating foreign investments.

SBMA6040: International Marketing and Export Strategy

The main focus of this course is on management of the marketing function and how companies operate in different nations within the context of varied national requirements and cultural expectations. This will be done against the background of the growing importance of emerging markets, consumer behavior, economic interdependence between national and world markets, foreign environments, and the marketing management required to meet the demands of true global markets in a dynamic and ever-changing setting. 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

This course combines a rigorous introduction to the rudiments of contemporary employment relations principles and practice, with a focus on the use of negotiations to resolve problems in the context of worker-management relationships.

SBHR6030: Organizational Development and Change

This course prepares students to become effective change agents in today's dynamic and uncertain organizational environments. It emphasizes the critical role of managers in leading and supporting change and equips students with the knowledge and skills needed to respond to the challenges of organizational transformation. The course explores key theories, practices, and strategies in organizational development and change, including diagnosing issues, designing interventions, and managing change processes to enhance adaptability and effectiveness.

SBIB6010: International Human Resource Management

The phenomena of globalisation, the drive for international competitiveness and location substitution, rapid changes and diffusion in information and communication technologies, and the increased mobility of labour have combined to create the imperative for new internationally focused approaches in HRM.

The course will equip students with the HR competencies that are critical for effective stewardship as HR Leaders in this context, while exposing them to topical issues from a regional perspective. In so doing it will foster reflection on the broader relationship of key areas of IHRM to closer-to-home developments in financial and human capital mobility.

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.

SBMI6030: Information Technology Project Management

This course is designed for Information Systems/Information Technology professionals in the MBA program, preparing them to manage IT projects effectively. Drawing on data from O*NET, the Project Management Institute, and industry reports, the course addresses over 80% of the core work activities expected of IT project managers, excluding only highly specialized technical areas. It aligns with the Project Management Professional (PMP) Examination Content Outline but is not intended as a certification prep course. The curriculum includes comprehensive coverage of the project management body of knowledge and introduces DevOps—a leading IT project management framework—alongside essential technical tools such as Integrated Development Environments (IDEs) and common documentation formats like Markdown.

SBMI6040: Enterprise Data Management

The objective of this course is to support students as they develop 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 (visualization, data analytics, data warehousing, data virtualization, etc.), data quality, data governance and data retention.

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.

ENTREPRENEURSHIP & SUSTAINABLE DEVELOPMENT

SBSE6010 Entrepreneurship for Creatives

This course explores the principles of entrepreneurship tailored specifically to the needs of creative individuals, with idea generation. It caters to disciplines including art, design, fashion, film, games, music, performing arts, and media. Students will develop the skills and mindset to navigate the challenges and opportunities of creative industries. The course will cover topics such as ideation and opportunity recognition, business model development, financing strategies, marketing and branding, intellectual property management, and sustainable growth strategies.

SBSE6020 Innovation Corporate Entrepreneurship and Sustainability

This course explores the intersection of innovation, corporate entrepreneurship, and sustainability. It provides a comprehensive understanding of how to foster innovation within organizations, drive entrepreneurial initiatives, and implement sustainable practices. It is designed for aspiring leaders and change-makers, seeking to drive innovation and sustainability within their organizations. The course uses the teaching and learning domain to develop knowledge and skills of students to drive impactful change within organizations. The topics covered include frameworks in corporate entrepreneurship, business models that incorporate sustainability, innovation strategies, corporate social responsibility, leadership and change management and strategic thinking.

SBSE6030 Entrepreneurial Finance and Venture Capital

This course explores the critical aspects of financing entrepreneurial ventures and the dynamics of venture capital investment. It is designed for students aiming to understand the financial landscape of startups and growth-stage companies. The course provides a comprehensive examination of the financial challenges and opportunities unique to entrepreneurial ventures. Students will be exposed to financial principles, including financial statement analysis, cash flow management, and startup valuation techniques.

SBSE6040 Sustainable Business Strategies

This course explores how businesses can integrate sustainability into their core operations to create long-term value while addressing global challenges such as climate change, resource scarcity, and social inequality. It emphasizes the benefits of sustainability, including enhanced brand reputation, access to capital, and operational efficiencies. Students will learn the principles of sustainable business models, focusing on the integration of environmental, social, and governance (ESG) factors into strategy.

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).
- Coursework 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 failed that course. They will be assigned the grade FWC or FWE (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 |
| FWC/FWE | ≥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), even 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/msbm/files/Graduate%20Tuition%20Fees%20_2026-2027.pdf



Mona School of Business & Management

The University of the West Indies, Mona

Mona School of Business and Management

The University of the West Indies

Mona Campus - Kingston 7, Jamaica, W.I.

Tel: (876) 977-6035/3775 | **Fax:** (876) 977-4622

Western Jamaica Campus - 10 Queen's Drive, Montego Bay, Jamaica, W.I.

Tel: (876) 940-5561 | **Fax:** (876) 979-3758

Email: mona-msbm@uwi.edu

Web: www.mona.uwi.edu/msbm



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