

University of the Virgin Islands
The Executive Master of Business
Administration (EMBA)

Approved: March 5, 2016





**THE EXECUTIVE
MASTER OF BUSINESS
ADMINISTRATION
(EMBA)**

PROPOSAL FOR NEW PROGRAM

UVI School of Business

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

TO: Chair, Graduate Council

FROM: Dr. Stephen Reames,
Dean, School of Business

CONTACT: Dr. Paul L. Flemming
Assistant Professor, Management and marketing
Interim Director, Graduate Studies Department

DATE: May 5th 2015

REQUEST: The School of Business requests approval of a new program to be called, The Executive MBA Program (EMBA) and its set of courses which are included as part of this proposal to begin in the Fall 2015 Semester.

JUSTIFICATION (RATIONALE):

This program distinguishes itself from the traditional MBA program in two major ways. First, it will target students who are currently employed in executive capacities in their organizations but who lack graduate credentials. Second, the course offerings will not follow the traditional scheduling format but will utilize a variety of formats that may include intensive weekend classes, study abroad for short periods, online meetings and seminars that will fit the schedules of busy executives. Over three hundred schools around the world offer an executive MBA.

In proposing this program of studies, the School of Business joins over three hundred graduate schools and programs that offer an EMBA program. The faculty of the School of Business believe that the unique location of this University, its Middle States accreditation bolstered by the recently received ACBSP accreditation of the Business programs offer a distinct opportunity to attract students from the U.S. Virgin Islands, the wider Caribbean region and further afield to this type of program.

While a paucity of relevant education data exists across the Caribbean, we know that post graduate degree holders as a proportion of the population is relatively low. The results of a demographic survey of the U. S. Virgin Islands community conducted and published by the Eastern Caribbean Center in late 2014 reveal that of the approximately 74,000 households surveyed 5% held post graduate degrees. If we parse this metric further and make allowances for doctors, lawyers, dentists, we believe that this

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percentage would be lower for holders of the MBA and EMBA's would be miniscule if not non-existent.

We know that according to the 2000 US Census Data, holders of master's degrees earn 28% more than people with bachelors. In addition, the National Association of Colleges and Employers 2013 Salary Survey discloses that the average starting salary of persons with a master's degree in Business Administration stood at \$70,400 and was second only to Computer Science. These data are confirmed by a study published by CBS at:

<http://www.cbsnews.com/media/10-careers-where-a-masters-degree-pays-off/11/>.

An excerpt from the report ranks MBA holders as number one in the higher salary comparison with bachelor's degrees and states:

those with a master's who take a gig as a business manager actually see the biggest bump in their pay versus someone in the same job with only a bachelor's degree. The average business manager with only a bachelor's degree framed on the wall earns \$62,723.68. Invest in that master's and that jumps an impressive 22.02 percent to \$80,439.55.

In addition to the survey conducted locally, there is a strong demand for graduates with EMBA in the international market and with the local EDC Companies which continuously seeks middle level knowledge managers. These EDC companies will be the program target audience locally.

The EMBA program will admit students with a minimum of five years managerial or executive level experience and give those individuals the opportunity to grasp the salary bonanza that researchers say exist. Even if the salary incentive is removed from the equation, the acquisition of a higher degree would have the psychological impact of a job well-done that persons in that category of employment often desire. The faculty in the School of Business believes that the degree will offer an opportunity that many will grasp.

SCHOOL OR ACADEMIC DEPARTMENT APPROVALS:

This proposal was approved by the following entities within the school of Business:

The Graduate Studies Department of the School of Business Friday April 17th, 2015
VOTE 6-0-1 (6 for, 0 against, 1 abstaining)

School of Business Approval on Friday April 17, 2015 Vote 16-0-0 (6 for, 0 against, 0 abstaining). The School of Business approved the Program by a unanimous decision.

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Second review was held on Thursday, July 23, 2015 and was approved (5 for, 1 absent, 0 abstaining). The School of Business approved the revised program by a unanimous decision.

ADDITIONAL DISCUSSION:

EXMBA STUDENT LEARNING OUTCOMES ACBSP STANDARD

We expect our graduates to display the following:

- 1. Strategic Perspective and Business Acumen:** Students will apply strategic frameworks to complex business issues and identify viable options and forward-looking strategies, through the integrated analysis of multiple functional perspectives - e.g. marketing, product development/service delivery, finance, operations, and human capital.
- 2. Public Policy Awareness:** Students will demonstrate enhanced understanding of complex public sector systems, processes and leaders, and identify and define the various forces that shape and impact business policy.
- 3. Innovative Mindset:** Students will demonstrate the skills needed to generate creative solutions that address unmet needs and wants, evaluate the relative attractiveness of competing solutions, and exploit opportunities in the marketplace.
- 4. Global Perspective:** Students will utilize a knowledge framework to 1) think critically about and assess the impact and linkage of global influences, issues, trends, and decisions in business models; and 2) demonstrate insight and agility in operating within a global business environment.
- 5. Teamwork:** Students will demonstrate the communication and interpersonal skills needed for effective collaboration and creative problem-solving, as well as the versatility to add value in a variety of team roles such as leader, expert, or facilitator.
- 6. Strategic Leadership:** Students will demonstrate the ability to 1) diagnose complex business situations, recognizing key issues, tensions and dilemmas; and 2) articulate decisions and action plans that reflect comprehensive understanding of the human, political, and cultural context as well as nuanced ways of building influence and support.

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Degree Timeline

The degree studies require approximately eighteen months of learning that combines the latest business theory with the practical aspects and applications. The program encompasses the business skills and knowledge needed for developing effective leadership capacity in organizations of all sizes. The prerequisites for all EMBA courses are determined by the EMBA Oversight Committee. Executive students will complete 13 courses (learning modules) including original research in the report form. The EMBA Thesis is focused on the company where the executive students work or on the business aspects of their research topic. Upon completion of the EMBA a GPA of 3.0 must be achieved.

Degree Requirements

Prerequisite Coursework

In addition to meeting the general requirements, applicants seeking admission to the Executive Master Business Administration program must meet the prerequisites to all UVI EMBA courses that will be determined at the discretion of the Admission's Office in consultation with UVI EMBA Committee. In general, the business or government management leadership experience prescribed in the admissions criteria is sufficient. However, if a particular skill-set or background knowledge is missing, a pre-requisite course(s) can be required*. The program will encompass the business skills and knowledge needed to act in a leadership capacity in a small to large organization.

*A basic foundation in Financial Accounting, Microeconomics, Corporate Finance, Operations Management, Organizational Behavior, and Marketing.

Admission

UVI seeks to admit students who have demonstrated the potential to succeed in business and government and have shown evidence of their managerial and leadership capability at the supervisory, tactical and strategic levels. Criteria for admission include such qualities as demonstrated management and leadership performance, competency in English, work/real life business experience and achievements combined with leadership and creativity.

Specifically, the following criteria shall be applied:

- At least a bachelor's degree from a recognized university

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- Evidence to include an appointment letter or notice of personal Action (NOPA) from a governmental entity demonstration experience in a supervisory/leadership position within Business or Government
- Demonstrated proficiency in English
- Letter(s) of Reference
- Stated commitment to the program

Transfer Credit

The transfer of course work from other institutions of equivalent or higher standing can be considered. No transfer of credit for life or business experience is allowed.

1. A maximum of 6 credit hours of graduate work may be transferred from an equivalent program.
2. The UVI EMBA Committee will consider course credit on a case-by-case basis.
3. Credit transferred does not affect the tuition fee for the program. Candidates are required to pay their tuition at the time of registering for the program.

Time Limits Full-Time and Part-Time Status

Students registered for nine or more credits hours are full-time students.
Students registered for fewer than nine credit hours are part-time students.

- The program is cohorts delivered such that students are expected to complete all degree requirements within an 18-month period or (one year and six months).
- Students will have a maximum of five years to complete the EMBA program. This period may be extended only if special circumstances exist. Persons seeking an extension of this five –years period must make application in writing to the Provost through the Dean, stating the reason for the delay, providing evidence of ability to progress toward the completion of the degree and a plan and proposed date for completion. In no case will a candidate be permitted an extension beyond seven years.

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Tuition and Refund Policies

A list of fees and tuition cost can be obtained from the Registration's Office and on the UVI website. A partial list is provided below:

Tuition (per Credit)	Technology Fee
Registration Fee	Transcript Fee
Property Fee	Add/Drop Fee
Graduation Fee	Late Registration Fee

Students are encouraged to pay all bills at registration time. U.S Currency is required for payment of all bills.

Suspension of Studies

The program recognizes that unforeseen circumstances may result in a student being unable to attend one or more courses. In such cases, the student may request a temporary suspension of their studies. This does not mean a withdrawal from the program itself. Requests to suspend studies must be made in writing to the Provost through the Dean of the School of Business...

Courses missed during the period of suspension may be taken by joining another UVI EMBA cohort. In the event that the course is not offered by the UVI EMBA

Program, or if the student is unable to attend the course that is offered, the student may be required to take a similar course (approved by the UVI Executive

MBA Program Committee) in UVI's regular MBA program. Alternatively, the student may make a special request to the UVI EMBA Program Committee to complete the course requirement via self-study. Normally, a maximum of one self-study course will be permitted in the program. At the discretion of the

program additional requests may be considered in exceptional circumstances. In the cases of courses taken by joining another UVI EMBA cohort, or taken with the regular MBA program, there will be no additional charge to the student provided the request for suspension of studies was received prior to the start of the course...

Graduate Studies

A suspension of studies does not alter the time allowed to complete the UVI EMBA degree. It is the student's responsibility to complete the degree requirements with the time articulated in the 'Degree Requirements' section of the 'Program Overview' and / or UVI catalogue.

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Schedule and Academic Calendar

Executive MBA lectures and seminars are scheduled (unless noted otherwise):

- Fridays from 1:00pm to 7:00pm
- Saturdays from 9:00 are to 6:00pm

Contact Time Explained

<u>Day</u>	<u>time</u>	<u>Contact Hours</u>	<u>Contact Minutes</u>	<u>Semester Equivalent</u>
<u>Friday</u>	<u>1:00pm.- 7:00pm</u>	<u>6 hours</u>	<u>360 min.</u>	<u>2 weeks contact time for traditional classes=300 minutes plus one hour (60 minutes) Remove 20 minutes for break</u>
<u>Saturday</u>	<u>9:00a...m. – 6:00p.m.</u>	<u>9 hours</u>	<u>540 min.</u>	<u>3 weeks contact time with 90 minutes left over. 60 minutes over after breaks.</u>
	<u>Total =</u>	<u>15 hours</u>	<u>900 min.</u>	<u>5 weeks of class</u>

Application Procedure

Submission of the application documents for admission into the program include:

1. Completed Application form for admission into Executive MBA program
2. Motivational essay (one page long) determines the candidate's aspiration to study on the program
3. The candidate will answer the following questions through the motivational essay:

- *What can you bring to the program (contribution)?*

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• *Assume you are not qualified to study at the program. Why should your application be considered?*

• *How can you compensate for the fact that you do not have an academic background?*

4. Copy of diploma(s) and related diploma transcript with grade (for each diploma)
5. Original certificate of passing English language test (TOEFL, IELTS or equivalent) taken no earlier than 2 years ago from the application date unless mother tongue is English.
6. Resume/CV (with detailed description of work experience) in English.
7. Two reference letters in sealed envelopes
8. Six passport-sized photos (3x4 cm) – color or black, taken no more than 1 year ago
9. Copy of passport or ID (original passport or ID document shall be presented during application process for verification of your identity)
10. Copy of employment history records (if available) certified by the human resources department/office
11. Medical health certification from a licensed physician.
12. Police record for the last five years from each country the candidate resides in for more than six months.

A personal interview or consultation on individual basis may be a part of the admissions process. Upon review of applicants' documents (listed above) applicants may be invited to schedule a meeting with the program representatives. Such consultation ensures the best possible fit between applicants' educational goals and their readiness toward learning at the program.

REQUIRED RESOURCES:

As conceived, the Program will be self-sustaining and will not require any additional resources from the UVI General or other funds. Faculty and any equipment required will be funded from the tuition receipts.

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ANY IMPLICATIONS FOR THE GENERAL EDUCATION REQUIREMENTS:

As this is a graduate program, no anticipated impact on General Education is envisaged.

CATALOG CHANGE:

In order to accommodate the new major in the EMBA program a new subsection will be required to be added to the current Graduate Bulletin:

Insert on Pg. ---- immediately after “-----“

Executive MBA Program

The University of the Virgin Islands School of Business faculty has helped shape generations of leaders who continue to have a lasting impact on the global business community. Our Executive MBA Program with its selected topics brings together professionals from around the globe to build relationships, dive deeply into issues, challenge assumptions, and gain greater clarity and understanding. In our Executive MBA Program, you'll be part of a group of people who share a passion and curiosity for going deeper to evaluate issues and arrive at innovative solutions. The Executive MBA degree will endow you with a powerful set of frameworks for solving complex problems using different lenses that will serve you throughout your career. Ideally suited for busy professionals who want to develop their leadership skills with minimal downtime, the rigorous EMBA curriculum is tailored to achieve a singular goal—accelerate the development of high-potential leaders. Delivered via 13 intensive courses modules (3 of which are within a concentration) that take place over the course of approximately eighteen months; the compressed format is designed with the student's participation and responsibilities in mind.

Required Courses in EMBA Program:

Foundation Management	Credits
EMBA 539- Research Methods and Design	3
EMBA 520- Organizational Behavior and Development	3
Management Core Concepts	
EMBA 521 Applied Managerial Marketing and Economics	3
EMBA 523 Accounting and Finance: Theory and Applications	4

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Leadership and Development

EMBA 531 Leadership and Ethics	3
EMBA 525 Business Intelligence Applications	3

Decision Making

EMBA 522: Finance and Investment Decision Making	3
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Global Perspective

EMBA 534 Global Businesses, Innovation and Risk Management	2
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SELECTED TOPICS

Topics in selected fields of management designed to educate graduate students in areas of special interest and industry needs will be chosen from the list on page 10 and on pages 48 – 58. Topics areas may be repeated for credit as varying topics will be offered. Prerequisites: to be announced with each topic.

EMBA 526 Selected topics	2
EMBA 527 Selected topics	2
EMBA 528 Selected topics	2

Integrated Concepts

EMBA 600 EMBA Thesis	6
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TOTAL CREDITS 36

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CORE COURSE SYLLABI

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EMBA 539

RESEARCH DESIGN AND WRITING METHODOLOGY

TITLE OF THE COURSE

EMBA 539 - RESEARCH DESIGN AND WRITING METHODOLOGY

COURSE DESCRIPTION:

This module is designed to familiarize learners with the thesis procedures and guidelines, and explain to them the research process and research methodologies in more detail, including an overview of the philosophy and practical applications of research. Learners will learn the methodological processes one should take in order to produce valid and reliable data that can be used in decision making in both professional and personal life.

3 Credits

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

Students will be better able to critique and analyze secondary data, understand what constitutes empirical data, and know how to conduct an independent study that will produce the results students need. The module will also emphasize the importance and

limitations of theory and methodology in scientific research as well as the purposes of applied research, evaluation, analysis, and research ethics. Throughout their Executive MBA studies learners will design the original research¹ project that will turn into the Master's thesis.

COURSE SESSIONS:

The course will consist of one weekly contact time of two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Explain, in both theoretical and practical terms, why research is important

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and different from the “street-smart” approach;

- Design independently and administer study;
- Differentiate between the qualitative and quantitative research and the pros and cons attached to each;
- Develop research plans that produce valid and reliable results;
- Analyze and critique secondary data and produce for assigned class project.

CONTENT (TOPIC) OUTLINE:

1. A Framework for Design
2. Review of the Literature
3. Writing Strategies and Ethical Considerations
4. The introduction
5. The Research Statement
6. Research Questions and Hypotheses
7. The Use of Theory
8. Definitions, Limitations, and Significance
9. Quantitative Methods
10. Qualitative Procedures
11. Mixed methods Procedures

TEACHING AND LEARNING METHODS:

Learners will be engaged in interactive instructor-facilitated seminars to be delivered face-to –face, video-conference, online, in-class exercises, lectures on and discussion of the assigned chapters.

STUDENT RESPONSIBILITIES:

Learners are expected to attend, read and complete assigned - term projects in a timely manner. Learners are also required to develop research plan, participate in group discussions, complete cases studies and other class assessments; and to conform to all existing principles found in UVI’s Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

METHOD OF EVALUATION:

Students will be assessed on exams, quizzes and case study papers. -.

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LIBRARY RESOURCES:

N/A

REQUIRED TEXTBOOK(S):

Text books and supplemental learning materials as required by instructor

BIBLIOGRAPHY – READING LIST:

N/A

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
EMBA 520

Organizational Behavior and Development

TITLE OF THE COURSE

EMBA 520 - Organizational Behavior and Development

COURSE DESCRIPTION:

This course deals with human behavior in a variety of organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, and power, the influence of technology, and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance. **3 Credits**

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

This course examines management and leadership tasks associated with the effective design of an organization to achieve strategic objectives. Emphasis is placed on creating alignment among people, culture, structure and reward systems of an organization to assure high performance. The course considers international best practices in management and HR techniques and compares with practices prevalent in the Caribbean today. This module also examines the role of the leader in the organization and facilitates the development of fundamental leadership skills such as self-awareness, strategic thinking, creating a motivating environment, empowerment and delegation, managing change and team processing in modern organizations. The module will also explore the emergence of corporate ethics in the business/work environment, its impact on the role of the leader and how it can be applied in the Caribbean and the United States.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

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COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Analyze business theories, markets, and reporting practices in organizational development;
- apply organizational development theories and best practices;
- assess culture and change management in organizations;
- evaluate strategic management and critical thinking in organizations; manage data;
- apply systems theory and design to organizations;
- communicate effectively;
- and, analyze ethical and legal responsibilities in organizations and society.

CONTENT (TOPIC) OUTLINE:

1. Organizational Behavior-Organizational theories
2. Perception, Learning and Personality-Impact of perception on workplace interpretation and evaluation
3. Motivation and Attitudes-Reward systems and their impact on workplace behavior
4. Interpersonal Behavior and Communication in the Workplace-Models for improving communication in the workplace
5. Cross-cultural Organizational Behavior and Decision-making- Managerial effectiveness in the global environment
6. Teams and Leadership-Essentials for establishing and leading effective teams
7. Organizational Culture-Goals, policies and ethics
8. Strategic management and Change-Leadership in the 21st Organizations

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TEACHING AND LEARNING METHODS:

Learners will be engaged in interactive instructor-facilitated seminars to be delivered face-to-face, video-conference, online, in-class exercises, lectures on and discussion of the assigned chapters.

STUDENT RESPONSIBILITIES:

Students are responsible for attendance, class participation, examinations, papers, homework, completion of online modules and other assigned project and assignments by the facilitator. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

METHOD OF EVALUATION:

Students will be assessed on exams, quizzes and case study papers required from time to time.

LIBRARY RESOURCES:

N/A

REQUIRED TEXTBOOK(S):

Text books and supplemental learning materials as required by instructor

BIBLIOGRAPHY – READING LIST:

N/A

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
EMBA 521

Applied Managerial Marketing and Economics

TITLE OF THE COURSE:

EMBA 521 - Applied Managerial Marketing and Economics

COURSE DESCRIPTION:

This course examines market behavior and focuses on actions of real consumers. The module analyses how market behavior impacts on production, competition, monopolies and oligopolies. **3Credits**

PRE-REQUISITES

Micro and macroeconomic principles that may be acquired in the undergraduate courses ECO 221 and ECO 222

CO-REQUISITES:

None

COURSE OVERVIEW:

The principles of macroeconomics and microeconomics are reviewed. The module also provides students with the ability to understand and utilize economic information relevant to managerial decision-making in domestic and multinational companies based in the Caribbean. In this course, we will teach how to increase a company's profitability by applying economic analysis to a wide array of business problems. A problem-solving approach will be used to achieve this objective. This will encourage a focus on the *application* of economic tools rather than allowing for a purely theoretical understanding. The analytical framework will rest upon two building blocks. The first is that human behavior is aptly characterized by the Rational Actor Paradigm. This fundamental assumption of economic analysis states that people behave rationally, optimally and self-interestedly. Secondly, the art of business is moving assets from lower valued uses to higher valued uses.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Use the rational-actor paradigm to predict firm and individual behavior.
- Compute the relevant costs of any decision.

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- Use marginal analysis to make extent (how much) decisions.
- Make investment decisions that increase firm value.
- Set optimal prices and price discriminate.
- Predict industry-level changes using demand/supply analysis.
- Develop long-range strategies to increase firm value.
- Use game theory to predict how your actions influence those of others.
- Develop effective bargaining techniques.
- Develop the ability to make decisions in uncertain environments.
- Identify strategies to solve the problems caused by moral hazard and adverse selection.
- Align individual incentives with the goals of the company.
- Align division incentives with the goals of the company.
- Manage relationships between upstream suppliers or downstream retailers.

CONTENT (TOPIC) OUTLINE:

1. Benefits, Costs and Decisions
2. Investment Decisions
3. Seller's Costs and Buyer's Demands
4. Markets and Profit maximization
5. Pricing
6. Economies of Scale and Scope
7. Markets and Industries
8. Long-range Equilibrium Forces
9. Cost Leadership and Price Discrimination

TEACHING AND LEARNING METHODS:

Each class will include lectures on and discussion of the assigned chapters and readings and; also in-class exercises.

STUDENT RESPONSIBILITIES

Students are responsible for attendance, class participation, examinations, papers, homework, completion of online modules and other assigned project and assignments by the facilitator. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

METHOD OF EVALUATION:

Students will be assessed on exams, quizzes and papers required from time to time.

LIBRARY RESOURCES:

N/A

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REQUIRED TEXTBOOK(S):

Textbooks and supplement learning materials as required by the instructor

Froeb . M,(2010)*Managerial Economics: A Problem-Solving Approach, 2nd Edition*. South-Western, publishing

BIBLIOGRAPHY – READING LIST

N/A

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION
EMBA 523

Accounting and Finance: Theory and Applications

TITLE OF THE COURSE:

EMBA 523 - Accounting and Finance: Theory and Applications,

COURSE DESCRIPTION:

This course provides an overview of main concepts and issues of the modern financial systems including financial markets and financial institutions. It establishes the underlying principles to account for business/financial transactions in numeric sense to include theoretical grounds for such concepts as time value of money, bond and stock valuation, net present value and investments valuation will be discussed along with the emphasis on practical skills of problem-solving by students **4 Credits**

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

Section I-Finance: Provides an overview of main concepts and issues of the modern financial systems including financial markets and financial institutions.. This module will also lay background for the future advanced courses in Finance.

Section II-Accounting: Establishes the underlying principles to account for business/financial transactions in numeric sense. Students will become familiar with financial statements, and learn how not only to construct but also to interpret different financial statements. Importance of financial reporting and analyses will be emphasized both during the lecture and through practical case studies.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

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- Describe and synthesize the main concepts and issues of modern financial systems including financial markets and financial institutions;
- Describe and evaluate theoretical grounds for such concepts as time value of money, bond and stock valuation, net present value and investments valuation;
- Describe and analyze the underlying principles making it possible to account for business/financial transactions in numeric sense;
- Describe and analyze financial statements;
- Analyze and interpret different types of financial statements' financial ratios and Case studies,

CONTENT (TOPIC) OUTLINE:

1. Cost Accounting
2. Financial Reporting I
3. Financial Reporting II
4. Financial Reporting III
5. Auditing
6. Advanced Topics in Financial Reporting
7. Business Law
8. Tax Factors in Business Decisions
1. Financial Management
2. Short-Term Financial Management
3. Money and Capital Markets
4. Capital Budgeting & Financing
5. Investment Analysis & Portfolio Management
6. Creating Value: Merger/Acquisition

TEACHING AND LEARNING METHODS:

Each class will include lectures on and discussion of the assigned chapters readings; case studies, in-class assigned discussions and other in-class exercises.

STUDENT RESPONSIBILITIES

Students are responsible for attendance, class participation, examinations, papers, homework, completion of online modules and other assigned project and assignments by the facilitator. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

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METHOD OF EVALUATION:

Students will be assessed on exams, quizzes and case studies and research papers..

LIBRARY RESOURCES:

Academic Search Complete, Business Source Premier databases

REQUIRED TEXTBOOK(S):

Students will be required to acquire textbooks and other supplemental learning materials as required by the Instructor

BIBLIOGRAPHY – READING LIST

N/A

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

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EMBA 531

Leadership and Ethics

TITLE OF THE COURSE:

EMBA 531- Leadership and Ethics

COURSE DESCRIPTION:

This course will provide opportunities for students to identify and refine their leadership styles and formulate strategies to resolve conflicts among different styles. It will also cover the ethical issues implicit in leading small and large groups, role theory, communication techniques, aspects of decision-making, group maintenance and development as ongoing functions of group dynamics. **3 Credits**

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

Students will have the opportunity to practice and further develop their leadership styles as well as to identify and form strategies for dealing with conflicting leadership styles. The ethics part of the module will emphasize the individual as a decision-maker and focus upon the ethical issues and dilemmas facing managers in most business organizations. The specific objectives of this learning module are to raise students' general awareness of ethical dilemmas at work, to place ethical issues within a management context subject to analysis and decision-making action, and to enhance and improve the ability of students to reason toward a satisfactory resolution of an ethical dilemma.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Describe a number of management theories and distinguish between them;
- Articulate what leadership is and what good leaders do;

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- Discriminate between individual, team and organizational leadership roles and activities;
- Explain several key theories of motivation and how they might apply practically;
- Identify organizational, personal, cultural issues that impact on Ethics as leaders;
- Recognize cultural differences that leaders must accommodate in order to lead culturally diverse work teams;
- Identify contemporary challenges facing leaders and some potential strategies to manage these challenges;
- Demonstrate critical thinking and problem solving skills to the analysis and resolution of leadership problems and ethics in studies.

CONTENT (TOPIC) OUTLINE:

1. Ethical dilemmas of leadership
2. The Foundations and context of moral choice
3. The Moral implications of decision-making
4. Impact of decision-making on employees
5. Leadership and the formation of organizational culture
6. Decision criteria that underpin ethical choices that leaders make
7. The cultural nexus in ethical leadership

TEACHING AND LEARNING METHODS:

Each class will include lectures on and discussion of the assigned chapters and readings and; also in-class exercises. However the nature of this class will also provide opportunities for students to reflect on their leadership styles and ethical journey.

STUDENT RESPONSIBILITIES

Students are responsible for attendance, class participation, examinations, papers, homework, completion of online modules and other assigned project and assignments by the facilitator. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

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METHOD OF EVALUATION:

Students will be assessed on exams, quizzes and papers required from time to time.

LIBRARY RESOURCES:

N/A

REQUIRED TEXTBOOK(S):

None assigned but various readings will be provided for the different class sessions

BIBLIOGRAPHY – READING LIST

Some possible readings include:

Adams, Guy and Danny L. Balfour (2004). *Unmasking administrative evil (Rethinking Public Administration)*. Publisher: M. E. Sharpe.

Aristotle, J. I. Ackrill, J. O. Urmson, David Ross (Translator) (1998). *The nicomachean ethics* (Oxford World's Classics).: Oxford University Press, USA.

Bok, Sissela (1999). *Lying: Moral choice in public and private life*. Publisher: Vintage; Updated edition. [ISBN: 0375705287]

Dobel, J. Patrick (2002). *Public integrity*. : The Johns Hopkins University Press.

Johnson, Craig E. (2004). *Meeting the ethical challenges of leadership: Casting Light or shadow*. Publisher: Sage Publications, Inc; 2nd edition. [ISBN:

O'Leary, Rosemary (2005). *The ethics of dissent: Managing guerrilla government* (Public Affairs and Policy Administration).: CQ Press.

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

EMBA 525

Business Intelligence Applications

TITLE OF THE COURSE:

EMBA 525 - Business Intelligence Applications

COURSE DESCRIPTION:

This course introduces the essentials of Information Technology and Management Information Systems (IT/MIS) for executive learners. It explores the effects of IT/MIS on modern organizations, and how it can help them reach a competitive position in a rapidly changing environment. It is designed to study how to use technologies, processes and applications to analyze information and business processes as well as how to collect, analyze and utilize information with a focus on strategic competitiveness. The student is led to view a business as an information system and to be aware of the skills and tools of systems analysis. A background of management science is helpful but not essential.

3 Credits

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

The course introduces the essentials of Information Technology and Management Information Systems (IT/MIS) for executive learners, explores the effects of IT/MIS on modern organizations, and how it can help them reach a competitive position in a rapidly changing environment.. This module also discusses the conceptual and practical aspects of presenting, manipulating, processing and visualizing large amount of data needed for strategic decisions. The module examines management, organizational and technological issues regarding information systems technology through miscellaneous problems that today's management face, such as business intelligence and information management, knowledge management, planning, decision-making, and communication. Several concepts, case-studies and examples will explore new technical and managerial developments, including innovation, creativity and executive-level implications.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

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COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Define IT/MIS-related key concepts;
- Analyze and write a short critique of an element of the IT/MIS literature in the area of his/her interest;
- Create a clearly stated problem statement;
 - Demonstrate and document the problem solving process;
- Evaluate contemporary issues in IT/MIS and their impact on IT/MIS problems in an organizational setting;

CONTENT (TOPIC) OUTLINE:

1. Management Information Systems Overview
 - a. Varied forms of information systems to solve organization problems
 - b. Efficient use of databases and process in organizations
 - c. Evaluate new systems and procedures resulting from information disruption
2. Systems Development, Business Information Systems, Data Warehousing and Decision Support Systems
 - a. Strategic Thinking in analyzing data communication systems
 - b. Strategies and theories to support competitive advantage integral to 21st century business practices
 - c. Evaluation of the Development of success factors
 - i. Empirical data
 - ii. Systems development
 - iii. Modelling
 - d. The Five Forces that Shape Strategy
3. Business Intelligence Systems, CRM, and Competitive Advantage
 - a. Assess Business Intelligence use in
 - i. competitive advantage
 - ii. Customer relationships
 - iii. E-commerce
 - b. Building IT infrastructure for strategic agility
4. Security and Privacy
 - a. Risk in IT Outsourcing

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- b. Risk Management Guide
- c. Social and Ethical Issues

5. Implementation

- a. Assess resistance to change on implementation of MIS
- b. Assess impact of MIS on organizational culture
- c. Change agents and MIS professionals
- d. Strategic alignments

TEACHING AND LEARNING METHODS:

Each class will include lectures on and discussion of the assigned chapters and readings and; also in-class exercises.

STUDENT RESPONSIBILITIES

Students are responsible for attendance, class participation, examinations, papers, homework, completion of online modules and other assigned project and assignments by the facilitator. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin

METHOD OF EVALUATION:

Students will be assessed on exams, quizzes and papers required from time to time.

LIBRARY RESOURCES:

Not Required

REQUIRED TEXTBOOK(S):

This course is based on readings assigned each week. No text is assigned

BIBLIOGRAPHY – READING LIST:

Assigned reading and books will change to address current research and best practices.

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

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EMBA 522

Finance and Investment Decision Making

TITLE OF THE COURSE:

EMBA 522 – Finance and Investment Decision Making

COURSE DESCRIPTION

This module examines in detail financing and investment decisions, and their interrelations. The overall goal is to obtain a comprehensive and in-depth perspective of the area of Financial Management. Special emphasis is given on the integration of the concepts of financial management into a total systems approach to business decision-making. Major topics include financial analysis and planning, valuation; capital budgeting, capital structure, dividend policy, working capital management, mergers and acquisition, hybrid financing, bankruptcy, multinational financial management, and risk manage.

3 credits

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

This course is a study of financial decision-making in a firm, including its relationship to financial markets and institutions, liquidity analysis and management, inventory, and receivables and payables management. Additional emphasis is given to core cash management, payment systems and banking relationships. Other topics include cash forecasting, short-term borrowing and risk management. Students study the nature of its major participants and their objectives and procedures for assessing opportunities and pricing risk. Students also analyze the role of the financial system in the allocation of credit to different sectors, its responsiveness to economic activity and its continuous adaptation to changing needs. Emphasis is placed on the role and functions of the Federal Reserve System, capital investment, including determination of cash flows, capital budgeting under risk, replacement decisions, and inflation and capital decisions.

The second half of the course will focus on capital financing and structure and includes topics in financial leverage, financing sources, dividend policy, cost of capital and valuation. Students study the techniques used to assess the value of securities and the methods used in the management of investment portfolios. Stocks and bonds are discussed in terms of valuation, risk-return measurement, diversification and other aspects of portfolio theory. The course focuses on applied managerial decision-making, and is designed for students seeking a more thorough understanding of the economic

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analysis of mergers and acquisitions and the effect capital structure decisions have on firm value. Topics addressed include advanced techniques in capital budgeting, firm (division) valuation, capital structure, firm (division) cost of capital, and quantitative risk assessment.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Explain domestic financial markets and institutions and how firms obtain funds in the financial markets and at what cost
- Apply basic valuation concepts
- Describe what determines the value of a firm's securities and how management can influence these values
- Measure a firm's risk, explain what determines this risk, and how this affects the value of a firm
- Analyze a firm's performance to determine its strengths and weaknesses, and be able to use financial analysis to improve performance
- Forecast a firm's financial needs
- Discuss the various methods for analyzing projects, how to apply them, and what to do if there are conflicting recommendations
- Manage a firm's working capital efficiently
- Define what leverage is explain how a firm influences its leverage, and how leverage affects a firm
- Describe how firms raise money in foreign markets
- Define the finance terminology in the above areas

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CONTENT (TOPIC) OUTLINE:

1. Financial Management
2. Short-Term Financial Management
3. Money and Capital Markets
4. Capital Budgeting & Financing
5. Investment Analysis & Portfolio Management
6. Creating Value: Merger/Acquisition
7. Seminar in Finance
8. Analytical Tools in Portfolio Management
9. International Investments/Portfolio Management Option Analysis & Financial Derivatives
10. Multinational Corporate Finance

TEACHING AND LEARNING METHODS

:

Each class will include lectures on and discussion of the assigned chapters and readings and; also in-class exercises.

STUDENT RESPONSIBILITIES

Students are responsible for attendance, class participation, examinations, papers, homework, completion of online modules and other assigned project and assignments by the facilitator. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

METHOD OF EVALUATION:

Students will be assessed on case studies, exams, quizzes and papers required from time to time.

LIBRARY RESOURCES: Not Required

REQUIRED TEXTBOOK(S):

This course is based on readings assigned each week. No text is assigned

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BIBLIOGRAPHY – READING LIST:

Assigned reading and books will change to address current research and best practices.

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

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EMBA 534

Global Business, Innovation, and Risk

TITLE OF THE COURSE:

EMBA 534 - Global Business, Innovation, and Risk

COURSE DESCRIPTION:

The course will focus on case studies and discussions in order to study the fundamentals of financial risk management. It covers techniques to identify, measure, and manage financial risk, as modern financial markets and regulation require. Specifically, discussion topics will include the development of value-at-risk and stress-testing, the management of exchange rate risk, interest rate risk, credit risk, liquidity risk, operation risk and integrated risk. The module also studies risk management applications of forwards and futures, option strategies, swap strategies, as well as credit derivatives and learn the pros and cons of many derivative securities. Students will be exposed to various risk management issues in today's marketplace.

This course is also designed for students who may someday work within an innovative company, such as one in the arts (record label, movie studio), sciences (biotech, clean energy) or Internet (consumer, enterprise). Business "innovation" and "creativity" are terms used frequently in today's business world to describe companies or projects that go beyond conventional thinking. This course aims to capture the challenge and excitement of these companies and provide students with an opportunity to understand the practice of innovation. **2 credits.**

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

The module introduces the student to the "real world" of international business and covers the theory and practice of international business since the political transformations in the world in the 1980s/1990s. The areas covered are globalization, country factors, global trade and investment, global monetary system, regional economic integration (Americas, Europe, Asia Pacific and others), strategy and organization, joint ventures and strategic alliances, international business operations such as export and import management, global manufacturing, global marketing, global human resource management, international accounting and financial management and their implications for business. Case studies of international, multinational and global

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enterprises and practical managerial applications in Caribbean, European, United States, and Asian countries are part of the course.

The module also provides comprehensive analyses and insights in risk management performed by corporations and financial institutions.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and thirty minutes or where appropriate two sessions of one hour and fifteen minutes.

COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Describe and define the current trend of globalization;
- Describe and analyze current and classic theories for trade and internationalization of firms;
- Identify the global influences of multinational bodies (IMF, World Bank, WTO);
- Identify and evaluate trends in regional economic integration;
- Describe and evaluate the impact of government intervention on business;
- Identify and analyze the international monetary and exchange rate systems;
- Identify appropriate global strategy and organizational options;
- Describe and assess the firms' tactics methodologies to enter and operate in the international markets;
- Identify and analyze challenges in international marketing;
- Identify and synthesize strategic approach and applicability of the risk management;
- Identify and apply strategies implications for managing: market risk, credit risk, and liquidity risk;
- Analyze and assess operational and integrated risks.
- personal innovation plan")

CONTENT (TOPIC) OUTLINE:

1. International Negotiation
2. Introduction to International Business
3. The Legal Environment of International Business
4. Global Business Operations
5. Global Trade Relations

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6. International Financial Risk Management
7. Intercultural and Ethical Issues in International Business
8. Managing People and Organizations
9. Trade (Importing and Exporting)
10. Trade Theory
11. Comparative advantage and efficient allocation of resources
12. Trade in practice
13. Government involvement in international trade
14. World and Regional trade agreements
15. Foreign Direct Investment
16. the Multinational Corporation

The course is divided into five modules. They include:

- **Module one** teaches students an understanding of various definitions and examples of “creativity” and innovation from existing management literature and from a set of example cases that illustrate innovation in many different settings and markets. Students will engage in a series of self-awareness inventories to learn more about their skills and styles related to creativity.
- **Module two** explores leadership of the creative organization and various leadership styles through a series of cases and presentations by creative leaders. Students will simultaneously learn their leadership styles” that can be applied to the creative organization.
- **Module three** of the course will explore “functional innovation and creativity” by exploring creative endeavors and examples in all functions of the organization, from product development to finance. The module shifts to a focus of innovative business models in its final two lectures. Students will learn first-hand a method called the “creative problem solving process” (CPSP) to apply to creative challenges in their future management careers.

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- **Module four** of the course explores the role of culture and social environment on organizational innovation, through case studies, readings and in-depth classroom discussions about geographic regions and societies of the world that have spawned or discouraged innovation. Students will consider the type of company and location they'd like to focus on for their future job search.
- **Module five**, the "Self-Awareness" module, takes place throughout the semester as other modules are completed. Students will be asked to construct their own creative plan ("personal innovation plan") by synthesizing their personal learnings from the readings, lectures, speakers, personal inventories and written journals through the semester

TEACHING AND LEARNING METHODS:

Each class will include lectures on and discussion of the assigned chapters and readings and; also in-class exercises.

STUDENT RESPONSIBILITIES

Students are responsible for attendance, class participation, examinations, papers, homework, completion of online modules and other assigned project and assignments by the facilitator. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin

METHOD OF EVALUATION:

Students will be assessed on exams, quizzes, case studies assigned project and papers required from time to time.

LIBRARY RESOURCES:

None required

REQUIRED TEXTBOOK(S):

This course is based on readings assigned each week. No text is assigned

The course will require a rigorous self-assessment as well as heavy reading load. Students will be required to familiarize themselves with the breadth of readings on creativity and the organization (see required and additional reading lists below), as well as participate in lively class discussions that will be personally challenging.

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BIBLIOGRAPHY – READING LIST:

Assigned reading and books will change to address current research and best practices.

CATALOG CHANGES:

See pages 44 – 46 of this document for all changes to the Graduate Bulletin.

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EMBA 600

EMBA Thesis

TITLE OF THE COURSE:

EMBA 600 - EMBA Thesis

COURSE DESCRIPTION

Completion and defines of the Executive MBA Thesis is an integral part of this module. Under the supervision of his/her academic adviser or full-time faculty, the program participant completes an individual research project in an area of interest, which may include domestic or international business applicable to the Caribbean or United States. The research proposal for IBRP should be submitted to the supervising Executive MBA Core Faculty adviser specializing in the area of interest will be assigned to coordinate research work which will include both theoretical and practical aspects. **6 Credits.**

The Executive MBA Thesis will consist of the following two parts:

Part I: Strategic Audit of an Organization: Preferably, a company of current employment; however, it may be a company of past employment, or another organization.

Part II: Research Projecting an Area of Interest

Business Studies Areas: (I) Accounting; (ii) Finance; (iii) Management; (iv) Marketing; (v) Information Systems; (vi) Operations Management and/or any other relevant area of Business Studies.

PRE-REQUISITES: None

CO-REQUISITES: None

COURSE OVERVIEW:

The thesis, including its submission and defense, is a required component of the EMBA program. The purpose of the thesis is to allow students to learn how to conduct a deep and thoughtful investigation of developments in and strategies of major domestic and global industries that are properly-grounded in academic methodology. Moreover, due to the intercultural nature of the EMBA, all thesis must be conducted individually. The final theses should be thoroughly edited. As such students will build upon work EMBA cohorts and make their research available to future cohorts. Students will be required to prepare an academically sound and practically relevant research proposal, which includes, in particular, the appropriate choice of a research topic and clearly defined

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research questions; a thorough literature review; and a coherent research design including appropriate data sources, data collection methods, and data analysis methods. A particular objective of the Research Methodology sessions and workshops is to guide students through a process of developing their draft proposal, so that at the end of these sessions they can have a draft proposal that can be refined in conjunction with their supervisor.

COURSE SESSIONS:

The course will consist of one weekly session spanning two hours and forty minutes or where appropriate two sessions of one hour and twenty minutes.

COURSE OBJECTIVES:

Upon completion of the course, students will be able to:

- Understand business research definitions and terminology; Develop an overview of different types of scholarly research and appreciate their relative strengths or constraints;
- Identify and liaise with an academic supervisor and engage in informed discussions with business practitioners and scholars;

CONTENT (TOPIC) OUTLINE:

1. Introduction and overview

- What is “good” research?
- An overview of the main research approaches and design decisions: inductive / deductive, idiographic / nomothetic, quantitative / qualitative; with mention of the possibility of mixed methods

2. Defining a research topic and question on the need for coherence in the research design;

- What makes a good research question?
- Assessing scholarly /theoretical relevance, practical relevance, and feasibility;

3. Introduce key research interests, methodological preferences and possibly specific project suggestions and key ingredients in a research proposal.

4. Refine preliminary statement of research topic and research question, and identify possible supervisor(s)

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5. Conduct a Literature review to include: Overview of the concept, its purpose, and key approaches. As follows:

- a. Inductive, qualitative research design
 - Overview of concept and theory
 - Overarching design issues and evaluation criteria
 - Sampling
 - Data generation
 - Data analysis
 - Key reading: Eisenhardt (1989)

Exercise: Develop a mock research design along qualitative lines
Inductive, qualitative research design, and/or overarching design
issues and evaluation criteria

b. Action research

Overview of concept, theory, Illustration with reference to examples

c. Deductive, quantitative research design:

- Sampling
- Data generation
- Data analysis

d. Deductive, quantitative research design

6. Choose the right statistical methods for your purpose statistical methods (overview with a focus on actual application in research process with examples, like:

- Organizing data
- Descriptive statistics
- Testing hypotheses (1): t test, ANOVA, cluster analysis
- Testing hypotheses (2): linear regression, structural equation modelling

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7. Conclusion

- Pulling it all together
- Discussion, Q&A

TEACHING AND LEARNING METHODS:

The teaching methods will consist of compulsory sessions, and compulsory exercises to be conducted between sessions. These exercises are complementary to readings, and they might be discussed at the beginning of subsequent class sessions, including eight half day workshops (two times two hour sessions each), of which three have to be attended. The purpose of these workshops is to provide greater focus on particular themes and to allow students to discuss their plans with specialized instructors in some detail. The eighth workshop is to provide an opportunity to discuss and review draft proposals in some detail. Students will begin building their research proposal during the research methodology sessions and workshops. They will be provided with a template to use in preparing their research proposal.

STUDENT RESPONSIBILITIES

This course is an mentor coordinated course. Students are responsible to adhere to both mentor s and committee member's guidance and timelines and must accomplish assigned milestones delineated by assigned mentors. By virtue of registering for this course students must conform to all existing principles found in UVI's Academic Integrity Policy and the Student Code of Conduct. Further details may be found in the Graduate Bulletin.

METHOD OF EVALUATION:

Students will be assessed on exams, quizzes and papers required from time to time.

LIBRARY RESOURCES:

None required

REQUIRED TEXTBOOK(S):

This course is based on readings assigned each week. No text is assigned

BIBLIOGRAPHY – READING LIST:

Assigned reading and books will change to address current research and best practices.

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- Bryman, A. and Bell, E. (2015) Business Research Methods (second edition), Oxford: Oxford University Press

CATALOG CHANGES:

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Catalog Changes

Using the 2013-2014 bulletin online, insert the following changes below:

Page #	Catalog Section	Change Requested
iv	Table of Contents	Insert Executive Master of Business Administration (EMBA)
1	Graduate Programs	Insert Executive Master of Business Administration (EMBA) under STT and under Albert Sheen campus
2	Graduate Education	Under item #2 Business, insert Executive Master of Business Administration (EMBA) before Master of Business Administration: MBA
16	School of Business	<p>Insert after School of Business the following information:</p> <ol style="list-style-type: none"> 1. Mission of School 2. Executive Master of Business Administration 3. Admission Criteria 4. Overview 5. Core Requirements 6. Thesis 7. Comprehensive Exam 8. Elective <p>These areas will be submitted to the Catalog committee under separate cover. It will follow the same format as the MBA.</p>
39	Course Descriptions	Insert EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA) after EDU 615. INTERNSHIP IN SCHOOL PSYCHOLOGY II. See course descriptions below in numerical order.

COURSE DESCRIPTIONS

EMBA 520. ORGANIZATIONAL BEHAVIOR AND DEVELOPMENT. This course deals with human behavior in a variety of organizations. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, and power, the influence of technology, and organizational design and development. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance. 3 credits

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EMBA 521. APPLIED MANAGERIAL MARKETING AND ECONOMICS. This course examines market behavior and focuses on actions of real consumers. The module analyses how market behavior impacts on production, competition, monopolies and oligopolies. Prerequisites: Micro and macroeconomic principles that may be acquired in the undergraduate courses ECO 221 and ECO 222. 3 credits

EMBA 522. FINANCE AND INVESTMENT DECISION MAKING. This module examines in detail financing and investment decisions, and their interrelations. The overall goal is to obtain a comprehensive and in-depth perspective of the area of Financial Management. Special emphasis is given on the integration of the concepts of financial management into a total systems approach to business decision-making. Major topics include financial analysis and planning, valuation; capital budgeting, capital structure, dividend policy, working capital management, mergers and acquisition, hybrid financing, bankruptcy, multinational financial management, and risk management. 3 credits

EMBA 523. ACCOUNTING AND FINANCE: THEORY AND APPLICATIONS. This course provides an overview of main concepts and issues of the modern financial systems including financial markets and financial institutions. It establishes the underlying principles to account for business/financial transactions in numeric sense to include theoretical grounds for such concepts as time value of money, bond and stock valuation, net present value and investments valuation will be discussed along with the emphasis on practical skills of problem-solving by students 4 credits

EMBA 525. BUSINESS INTELLIGENCE APPLICATIONS. This course introduces the essentials of Information Technology and Management Information Systems (IT/MIS) for executive learners. It explores the effects of IT/MIS on modern organizations, and how it can help them reach a competitive position in a rapidly changing environment. It is designed to study how to use technologies, processes and applications to analyze information and business processes as well as how to collect, analyze and utilize information with a focus on strategic competitiveness. The student is led to view a business as an information system and to be aware of the skills and tools of systems analysis. A background of management science is helpful but not essential. 3 credits

EMBA 531. LEADERSHIP AND ETHICS. This course will provide opportunities for students to identify and refine their leadership styles and formulate strategies to resolve conflicts among different styles. It will also cover the ethical issues implicit in leading small and large groups, role theory, communication techniques, aspects of decision-making, group maintenance and development as ongoing functions of group dynamics. 3 credits

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EMBA 534. GLOBAL BUSINESS, INNOVATION, AND RISK. The course will focus on case studies and discussions in order to study the fundamentals of financial risk management. It covers techniques to identify, measure, and manage financial risk, as modern financial markets and regulation require. Specifically, discussion topics will include the development of value-at-risk and stress-testing, the management of exchange rate risk, interest rate risk, credit risk, liquidity risk, operation risk and integrated risk. The module also studies risk management applications of forwards and futures, option strategies, swap strategies, as well as credit derivatives and learn the pros and cons of many derivative securities. Students will be exposed to various risk management issues in today's marketplace. This course is also designed for students who may someday work within an innovative company, such as one in the arts (record label, movie studio), sciences (biotech, clean energy) or Internet (consumer, enterprise). Business "innovation" and "creativity" are terms used frequently in today's business world to describe companies or projects that go beyond conventional thinking. This course aims to capture the challenge and excitement of these companies and provide students with an opportunity to understand the practice of innovation. 2 credits

EMBA 600. EMBA THESIS. Completion and defines of the Executive MBA Thesis is an integral part of this module. Under the supervision of his/her academic adviser or full-time faculty, the program participant completes an individual research project in an area of interest, which may include domestic or international business applicable to the Caribbean or United States. The research proposal for IBRP should be submitted to the supervising Executive MBA Core Faculty adviser specializing in the area of interest will be assigned to coordinate research work which will include both theoretical and practical aspects. 6 credits

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EMBA SELECTED TOPICS

The following are the EMBA areas of concentration. Each selected topics (3 select courses) will be developed, administered, and taught by ranked faculty member who is qualified and published within the area of concentration. The faculty member will exercise academic freedom for development. Suggested descriptions and topics are as follows:

Accounting Systems

Equips students with the analytical and technical skills necessary for sound professional judgment in financial decision making. Courses cover many topics, including financial and managerial accounting, accounting systems, ERP systems and more.

Possible courses that the faculty member of record will develop, includes:

- Accounting for the Digital Era
- Advanced Accounting Research
- Advanced Auditing and Accounting Information Systems
- Advanced Financial Accounting
- Contemporary Issues in Corporate Governance
- Corporate Income Taxation
- Decoding of Corporate Financial Communications
- Governmental and Not-for-Profit Accounting
- Special Topic: Forensic Accounting

Construction

The program targets middle and top managers in the construction field and gives them insight into business perspectives, models, and applications. It is also open to non-engineers who want to assume positions in planning, risk management, cost estimation, safety, contracts, and claims.

Possible courses that the faculty member of record will develop, includes:

- Contracts in Construction Industry
- Construction Management
- Planning, Scheduling and Control
- Management for Multi-National Environments

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- Risk Management and Bidding Strategies
- Claims and Disputes in the Construction Industry
- Systems Analysis for Construction
- Resource Management for Construction Projects
- Procurement of Assets & Services for Construction Projects
- Construction Leadership and Management Skills

Corporate Governance

Emphasizes how stakeholders and governing bodies within an organization influence operations. Students learn about complex organizations, professional ethics, and management and finance laws.

Possible courses that the faculty member of record will develop, includes:

- Business and Professional Ethics for Managers and Accountants
- Law of Corporate Management and Finance
- Complex Organizations

Engineering Management (Industrial and Systems Engineering Management)

This concentration focuses on the management of the engineering and technological enterprise, combining technological expertise with managerial skills. Engineering Management is concerned with understanding the technology involved in an engineering project and the management process through which the technology is applied. This concentration deals with the dual role of the engineering manager; both as a technologist and a manager, providing areas commonly needed in this role, such as organizational behavior, finance, and accounting, in addition to industrial engineering expertise.

Possible courses that the faculty member of record will develop, includes:

- Industrial and Systems Engineering:
 - Human Factors and Ergonomics
 - Operations Research and Management Science
- Integrated Design and Manufacturing Engineering:
 - Quality Systems Design
 - Advanced Manufacturing and Automation
- Information Systems:
 - Information Systems Management

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- Enterprise Information Systems
- Program Management and Product Development

Environmentally Sustainable Management

With a goal of familiarizing students with environmentally sustainable business practices, this concentration is attractive to those with an overall interest in understanding how firms can manage social and political demands for more environmentally sustainable products and operations. It may be of particular interest to those students in industries with a significant environmental impact such as the automotive, chemical, energy, transportation, or agricultural industries, where environmental issues are central to operational and strategic decision making.

Possible courses that the faculty member of record will develop, includes:

- Economics of Sustainability
- Environmental, Health and Safety Management
- EHS Accounting and Finance
- Project Management
- Fundamentals of Sustainable Engineering
- Lifecycle Assessment
- Industrial Ecology
- Sustainable Product Design
- Energy Policy
- Technology, Policy and Sustainability
- Sustainable Communities

Finance

Provides students with a deeper understanding of the management of money and other assets, such as stocks and bonds, for organizations and/or individuals. Course topics include investment policies, money and capital markets, international finance and more.

Possible courses that the faculty member of record will develop, includes:

- Analysis of Fixed Income Securities
- Applied Portfolio Management
- Corporate Risk and Insurance Management
- Decoding of Corporate Financial Communications
- Financial Statement Analysis

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- Hedge Funds
- International Financial Markets
- Managerial Incentives
- Options
- Portfolio Management
- Small Business Finance

Financial Accounting

Prepares students to synthesize financial information and create financial reports for an organization's stakeholders. Course topics include financial statement analysis, governmental and not-for-profit accounting, accounting systems and more.

Possible courses that the faculty member of record will develop, includes:

- Intermediate Financial Accounting I
- Intermediate Financial Accounting II
- Financial Statement Analysis
- Advanced Accounting I
- Advanced Accounting II
- Accounting Systems: Design and Controls
- Forensic Accounting
- Auditing
- Governmental and Not-for-Profit Accounting
- Advanced Auditing
- Accounting Theory

Global Supply Chain Management

Prepares students with in-depth knowledge about global challenges and the critical links in the value chain of goods. The concentration covers subjects such as strategic procurement, ERP systems, and quality management.

Possible courses that the faculty member of record will develop, includes:

- Global Supply Chain Management
- Strategic Procurement
- ERP Systems & Business Integration
- Desktop Decision Tools
- Theory of Constraints: Breakthrough Solutions
- Principles of Quality Management
- Database Management

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- Business Research and Methodology
- International Business
- International Marketing Strategy
- Management of Retail Enterprises
- Business and Sustainability

Healthcare Management

The Healthcare Management concentration is dedicated to helping practitioners strengthen their business acumen while preparing business professionals to succeed in management and executive roles in the healthcare field. This program helps students develop a better understanding of the larger health care environment to deal with the rapid changes that are taking place in the field while providing the important, and in some cases necessary, credentials for upward mobility in the healthcare arena.

Possible courses that the faculty member of record will develop, includes:

- The Business of Health Care
- Innovators in Health Care
- Seminar in Health Information Systems
- Integrative Approaches to Health Care Management
- Health Care Practicum (internship)
- Health Care Strategy and Operations
- Health Care Economics
- Health Policy in the U.S.
- Introduction to Health Law

Human Resources

Emphasizes concept and application, focusing on long-term goals and managing individual issues. The concentration teaches skills to identify and solve problems in the management of human resources.

Possible courses that the faculty member of record will develop, includes:

- Human Resources Management Strategies
- Ethical Decisions in Business
- Effective Organizational Communication
- Leadership in Complex Organizations
- Organizational Communication and Information Management
- Leading High Performing Teams
- Power, Influence, and Negotiation in Organizations
- Building Human Capital for High Performance Organizations

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- Best Practices in HR
- Strategic Reward Systems
- HR in a Dynamic Environment
- Strategic Challenges in Human Resources
- Ethics and Social Responsibility in Organizations
- Coordination & Control in Virtual
- Human Resource Management in a Global Environment
- Ethical Management
- Influential Communication in Complex Organizations
- Leading in Complex Organizations
- Influence & Negotiation
- Human Capital and Organizational Change
- Ethical Management
- Leading in Complex Organizations
- Leading and Managing Teams and Individuals
- Managing and Developing Human Capital in the Enterprise
- Managing Human Resources
- Managing Work Behavior and Attitude.
- Organization and Environment
- Dynamics of Organizational Interaction

Internal Audit

Prepares students to understand business culture, systems and processes to evaluate risk management and control systems within an organization. Course options include audit, forensic and financial accounting, professional ethics and more.

Possible courses that the faculty member of record will develop, includes:

- Internal Audit I
- Internal Audit II
- Financial Accounting for Managers
- Intermediate Financial Accounting I
- Intermediate Financial Accounting II
- Accounting Systems: Design and Controls
- Forensic Accounting
- Auditing
- Advanced Auditing
- Business and Professional Ethics for Managers and Accountants
- Internship in Accounting or Tax Practice

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International Business

Prepares students to evaluate the challenges and opportunities of business practices occurring across national borders. Students learn about international marketing strategy, global perspectives, global supply chain management and more.

Possible courses that the faculty member of record will develop, includes:

- Sustainable Products for Subsistence
- Multinational Management
- Current Topics in Intl Bus
- Global Marketing
- Intl Comparative Management
- Seminar in Business Admin (US Corporate Governance)
- Seminar in Business Admin (Technology and Globalization)
- Seminar in Business Admin (Global Strategy)
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International Hospitality and Tourism Management

Students will be prepared to learn about human resources management, leadership and global economics. The concentration focuses on tourism, which includes cross-cultural communication, international politics, language studies or international law.

The coursework combines advanced business training with classes that focus on common hospitality practices. In addition, students will develop a body of knowledge in management, marketing and accounting skills needed to oversee a hospitality or tourist organization. Methods are examined to ensure that guests and customers receive satisfactory service.

Possible courses that the faculty member of record will develop, includes:

- Principles & Practices in Tourism and Hospitality Management
- Tourism & Hospitality Marketing
- Service Operations
- Meetings, Conventions, & Events Management
- Hotel & Resort Management
- International Hospitality: Problems and Planning

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Management Information Systems

Emphasizes a managerial approach to information systems. Students learn about business information systems, telecommunications and networks, data mining, and more.

Possible courses that the faculty member of record will develop, includes:

- Object-Oriented Application Development
- Technology Infrastructure of Information Systems
- Enterprise Architecture
- Global IT Project Management
- Data Communications
- Data Management Architectures
- Business Intelligence Methods and Technologies
- IT Management Policy
- Managerial Communication
- Argumentation Strategies for Business
- Information Security, Control and Ethics
- Enterprise Systems Planning and Configuration

Management and Leadership

Equips students with leadership skills needed to effectively direct a variety of business functions in a fast-paced, constantly changing business environment. Course topics include organizational change and development, managing human resources and more

Possible courses that the faculty member of record will develop, includes:

- Leadership in Organizations
- Change Management and Consulting
- Leadership in Sports: Lessons for coaching in the workplace
- Ethics and Leadership
- Resolving Conflict In Organizations
- Negotiation Skills
- Creativity & Innovation In Business
- Coaching For Leadership, Personal Success & Peak Performance
- Management Of Innovation And Technological Change

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Marketing

Prepares students to plan strategies for increasing an organization's competitiveness and satisfying consumer needs. Courses explore a wide range of topics including market strategy, advertising management, consumer behavior and more.

Possible courses that the faculty member of record will develop, includes:

- Market Intelligence
- Product Management
- Health Care Marketing
- Consumer Behavior
- Marketing of Innovations
- Marketing Strategy
- Strategy and Tactics of Pricing

Operations and Supply Chain Management (Operations Management)

This concentration focuses on providing the knowledge to assist in developing, and implementing, efficient supplier systems in order to maximize customer value. Supply chain management is focused on the coordination of the associated processes required both within a business, as well as across businesses/suppliers, to deliver products and services - from raw materials to customer delivery. In addition to courses covering project management, quality control, process improvement and supply chain management, additional electives allow students to broaden their knowledge base across other relevant operations and supply chain management functions.

Possible courses that the faculty member of record will develop, includes:

- Brand Strategy
- Research for Marketing Decisions
- Integrated Marketing Communication
- Database Marketing
- Applied Market Segmentation
- Buyer Behavior

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Public Policy

Formulating public policy and understanding its impact are critical, whether you work in government, not-for-profit, or the private sector. This concentration gives students the skills to effectively formulate public policy and evaluate its impact, particularly as related to science and technology issues. The courses focus on policy formation, implementation, and analysis.

Possible courses that the faculty member of record will develop, includes:

- Law, Ethics and Corporate Social Responsibility
- Corporate Communication
- Corporate Political Strategy
- Business, Government & Public Policy or Business, Government & Public Policy
- Managing Crises
- Advocacy
- Media Management
- Intellectual Property
- Financial Crisis and Restructuring Law
- Accountants Liability
- Law of Real Estate Finance
- Law for Finance
- Law for Entrepreneurs
- Energy Law
- Politics and Process
- Strategic Corporate Social Responsibility

Taxation

Prepares students to navigate increasingly complex tax laws and regulations to solve tax problems for individuals and organizations. Courses cover a wide range of topics including advanced tax research and problems, international and corporate taxation, estate planning and more.

Possible courses that the faculty member of record will develop, includes:

- Federal Taxation of Income
- Ethical Issues in Corporate life
- Professional Financial Plan Practice
- Investments & Capital Accumulation
- Benefits, Compensation & Retirement

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- Trusts, Gifts & Estates
- Investment Vehicles
- Portfolio Management
- Marriage, Separation & Divorce
- Financial Planning for Non-Traditional Families
- Elder Planning Techniques
- Psychology in Financial Planning
- Insurance & Wealth Preservation
- Global Business Experience
- Business Law
- Current Topics in Law and Ethics in the Workplace
- International Business Law
- Real Estate Law
- Professional Tax Practice
- Transactions
- Corporations and Shareholders
- Multi-Jurisdictional Taxation
- Federal Taxation of Income from Trusts & Estates
- Pass-Through Entities & Closely-Held Bus
- Mergers & Acquisitions
- Intellectual Properties
- Tax Aspects of Buying and Selling a Business
- Tax Accounting Problems
- State & Local Tax Practice
- International Tax Practice