Financial/Managerial Accounting (3 credits)

Introduces students to the financial and managerial accounting disciplines; develops financial statement literacy grounded in contemporary business issues and an understanding of how and why economic events are recorded, communicated and evaluated. Consideration is also given to the roles of tax and compensation strategies in the business environment. The course also introduces students to the preparation and interpretation of financial information, with emphasis on the use of accounting information for management decision-making. It highlights the guiding principles by which accounting reflects the underlying economic events. It also focuses on reporting and measurement issues that help managers make better decisions.

Organisational Behaviour and Human Resources Management (3 credits)

Focuses on understanding and analyzing individual beliefs, values, goals, perceptions, motivation, commitment, and decision making; group structures and processes (interpersonal skills, communication, conflict resolution, leadership, and team work); organizational control systems (rewards, task design, performance appraisal); outcomes (satisfaction and development of the person as well as the organization); and organizational change.
It also examines the managerial skills required for effectively managing in the work environment such as identifying and/or recruiting, motivating, and retaining personnel especially in diverse organizations.

**Marketing Management (3 credits)**
Examines the role of marketing as an organizational philosophy and a business function, including its significance as a set of processes in creating, communicating, and delivering offerings that provide superior value to customers. The course provides the tools necessary to develop skills in market analysis, including customer, competitor, and company analysis, as well as decision-making capabilities in both marketing strategy and implementation. It examines methods for the identification, acquisition, and retention of customers in a way that provides mutual value to the customer and the organization in the context of a global business environment.

**Spring**

**Business/Data Analysis (3 credits)**
Covers basic statistical skills employed in data analysis. The course seeks to improve the analytical skills of students, to develop knowledge and appreciation for models and other technical tools, and to prepare students on how to be effective communicators of their analyses and findings to management.

Business applications and computer software is used to teach students how to evaluate, analyze, and interpret data and models and present their findings and conclusions to assist in rational decision making. Topics include forecasting, capacity planning, optimization, project scheduling, simulation and risk analysis, quality, inventory management, and waiting lines.

**Financial Decision-making (3 credits)** *(Core course and financial decision-making track option)*
Provides an understanding of the fundamental methods by which economic activity is measured and reported for decision making, both by management and by external capital providers. The course is designed to help students become proficient in the analysis of financial statements for the purpose of predicting and reporting the future performance and growth of a company. Areas of study include contemporary methods of financial reporting to external capital markets; analytic approaches used by external capital providers; and internal frameworks used to measure, analyze, and allocate company resources to achieve strategic and operating objectives.

**Entrepreneurship and Innovation (3 credits)** *(Core course and entrepreneurship and innovation track option)*
Exposes students to the concept of venturing, including new business start-ups and the development of new ventures within an existing corporation. The course’s aim is to provide insights into the process, including how to identify and translate innovative ideas into results. Students examine opportunity assessment, the formation of venture teams, and how to best develop a business plan, including research and analysis and plan integration. Students will also have an opportunity to develop and present a new venture proposal.

**Summer I**

**Information Systems across the Enterprise (3 credits)**
Examines information and its role as a key resource in business. Students are provided with the background to understand how information systems are developed and used to support the operations and decision making functions within an organization. The course begins with a framework for understanding how these systems are developed and used. It continues with an emphasis on “action learning” where students build enterprise systems using spreadsheets and relational database software. Students develop these systems in groups and make several presentations during the semester. Topics that are covered include the strategic uses of information and information technology; the role of information for transforming business processes; e-commerce; and the alignment of business processes, technology, and information.

**Operations Management (3 credits)**
Examines decisions related to the design, running, and control of agile operations systems. The course addresses issues confronting operations managers whether in the service or the manufacturing sectors of the economy. Operations are of primary importance in the implementation of corporate strategy and fundamental to supply chain strategies for competitive advantage. The course also explores concepts, techniques, and models that support the operations manager’s job and improve firm performance. These include the effective and efficient allocation of resources, such as technology, information, manpower, materials, and equipment at different levels of the organization. Other areas of study include the analysis of different types of processes, capacity and quality planning, project management, and materials management in a collaborative supply chain environment.

**Leadership (3 credits)** *(Core course and leadership track option)*
The course deals with principles and models of leadership. Offers a framework of action designed to enhance the effectiveness of organizations as well as change within an organization. The course will also examine the
role of organizational diagnosis and envisioning, along with the role of top leadership in driving, coordinating, and maintaining organizational effectiveness.

**Summer II**

**Research Project (6 credits)**

Under the supervision of a faculty adviser, students will work with an organizational sponsor to complete a project related to that sponsor’s organization. The project will focus on a specific functional area of business (e.g. marketing, operations, HR etc) and will incorporate students’ understanding of principles and concepts they would have learned up to that point in the programme. Students are required to first submit a project proposal which must be approved by the MBA Programme Director and accepted by the faculty advisor and organizational sponsor.

**Year 2 Fall**

**International Business (3 credits)**

Focuses on issues and problems confronting managers in the international economy. Course emphasis will include problems of working across national borders and understanding international business from the point of view of management and leadership, human resource management, and organizational structure and change. The course will also examine the cultural impact on management thinking, business practice, and the skills for managing effectively in international and multicultural environments.

**Understanding the Service Business (3 credits)**

Studies management concepts and techniques associated with managing in the service sector of the economy, with particular emphasis on the Bahamian economy. Including understanding the differences between goods and service management and marketing, and how these differences influence management and marketing strategies. The course stresses understanding the differences between tangible goods and services, differences in the consumer evaluation process between goods and services, special management and marketing problems created by the differences between goods and services, and strategies that address the unique problems in service marketing.

**Track Options:**

**Entrepreneurship and Innovation:**

**Venture Finance (3 credits)**

Covers the financial aspects of new venture creation. Areas of study include financing options for starting and growing the venture, including bootstrapping, angel financing and venture capital; and covers financing stages from the perspectives of both the entrepreneur and the investor. The course places special emphasis on U.S., European, and Asian markets.

**Leadership: Leading Change (3 credits)**

Familiarizes students with theories and models of effective change, innovation and organizational alignment. The course explores the leadership role in the change process and examines how change initiatives to overcome internal resistance and win trust are defined and communicated. Individuals in organizations are continuously required to change their actions in response to changes in the internal and external environment. Students in this course will have the opportunity to examine and apply practical tools for individual and organizational change through case studies and class projects.

**Financial Decision Making: Financial Policy (3 credits)**

Focuses on basic financial policies as applied to real management problems, including the areas of liquidity, capital management, funding requirements, valuation, mergers and acquisitions, and funding of new ventures.

**Spring**

**Managing in a Cross-Cultural Environment (3 credits)**

Focuses on managerial decision making in the global environment. Cultural and ethical
differences, politics and law, are major factors in global management. The course covers issues of global strategy, management, and organizational behaviour. Areas of study also include, regional economic integration, motivations for going global, foreign direct investment, mode of entry selection, global organizational structure, Multi-national Corporation (MNC) strategy, principles of global marketing, managing global operations, and global human resource management. Students read selected global business works, analyze and discuss cases, conduct global feasibility projects, and discuss current developments in the field.

**Strategic Management (3 credits)**

Focuses on developing and implementing long-term strategy for businesses and examines how businesses grow in the context of their internal and external environment. Study tools include, environmental, macroeconomic and competitive analysis, industry structure analysis. The world is increasingly becoming characterized by alliances, outsourcing, and mergers and acquisitions, the course examines how firms develop strategy choices given the current and future resources available to them. It covers how leadership, organizational structure, business processes, the quality of human capital, corporate social responsibility, and reward systems impact strategy implementation; and studies the significance of measurement and control systems in strategic planning.

**Track Options:**

**Entrepreneurship and Innovation:**

Venture Management (3 credits)

Focuses on the special issues and challenges facing the entrepreneur who must grow and manage a new enterprise including raising capital to grow, building the organization, staffing the venture team, managing an efficient operation, executing the business plan, and determining the appropriate exit strategy for the venture.

**Leadership:**

Project Leadership (3 credits)

In this course students will assess themselves as project leaders and explore project leader competencies, roles, responsibilities and stakeholder relationships. The course focuses on the development of leadership skills, defining the work environment of project teams and team selection. Focus will be given to the development of a team charter, defining the roles and responsibilities of project team members and setting team guidelines. Emphasis is placed on learning methods to promote teamwork, understanding the stages of development and managing team dynamics. Additional areas of study include delegation, managing dysfunctional teams, performance improvement, input to performance appraisals, rewards, recognitions, celebrations, critical path method (CPM) and Program Evaluation and Review Technique (PERT).

**Financial Decision Making:**

Investment Strategies (3 credits)

Focuses on the analysis of the theory and application of investments in relation to business cycles, institutional behaviour and risk and return opportunities in the economics setting. The course is presented from the investor’s viewpoint and incorporates applied and empirical methodologies. It also covers investment methodologies.

**Summer I**

**Off-Island Intensive (3 credits)**

This is a 4-5 day, off-island intensive learning experience that is required for all students. Students will travel to a host institution and will be taught by distinguished professors and business executives with regard to state-of-the-art business practices in various functional areas such as finance, innovation, and leadership. Students will be required to participate in exercises and cases during the programme, and upon their return, complete a paper on key lessons learned during the intensive.
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