Faculty of Social Sciences

Dean – Professor David Tennant

The Faculty of Social Sciences has a long and distinguished intellectual tradition. Hence, if you are at a point in your life where you are seeking to advance your career through upward and outward mobility, or eager to extend boundaries of knowledge through exploration and research, or already have a first degree, then you should consider pursuing a masters from the Faculty of Social Sciences (FSS) here at UWI Mona. The FSS takes great pride in providing an excellent learning environment, supported by committed faculty members who are actively engaged in encouraging excellent educational values, and capable of engaging students in developing the skills required to make a difference in their careers and in the nation as a whole.

As a Faculty, one of our primary functions is to make a contribution to the development of a pool of citizens whom with competence, discipline and commitment will be able to analyse complex societal problems and aid in their solutions. This focus has allowed the Faculty to consistently make a significant contribution to development both regionally and internationally over many years. It is our hope that in pursuit of your career goals, you will choose your very best programme in the Faculty of Social Sciences here at Mona. If you are a new student we wish you a warm welcome to our family!

Faculty of Social Sciences – General Information

The Faculty of Social Sciences, at Mona consists of three departments, one institute and one business school, namely: Economics, Government, Sociology Psychology and Social Work, The Sir Arthur Lewis Institute of Social and Economic Studies, and Mona School of Business and Management (MSBM) respectively. Together they offer some thirty five (35) innovative graduate programmes which cover a wide variety of disciplinary areas. Some of these programmes are offered as Taught Masters (i.e. MSc, MSW, MBA) and others as Research Degrees (i.e. MPhil and PhD) and, one Taught Doctorate - Doctor of Business Administration - offered at the MSBM. For the academic year 2017-18, MSBM will be offering five new Masters Programmes (these are included in the list below).

The standard requirement for acceptance is usually a first degree (2.75 GPA and above) in a social science related field or a relevant subject area, whilst acceptance to the PhD programme is usually through the MPhil programme. See below for a comprehensive list of the Programmes offered in the Faculty of Social Sciences.

Department of Economics

MSc Economics

MSc International Economics and International Law

Department of Government
MSc Government
MSc International Public and Development Management
MSc Politics and International C-operation
MPhil Government
PhD Government

Mona School of Business and Management

Diploma in Sports Business Management *(offering based on number of applicants)*

Master in Business Administration (MBA)

Master in Business Management (MBM)

MSc Accounting

MSc Computer Based Management Information Systems *(offered jointly with the Department of Computer Science)*

MSc Enterprise Risk Management *(offered jointly with MSB and the Department of Mathematics)*

MSc National Security and Strategic Studies

MSc in Sports Business Management

MSc in Taxation

MSc Telecommunication Policy and Technology Management

MSc Corporate Finance (new)

MSc Logistics and Supply Chain Management (new)

MSc Marketing and Data Analytics (new)

MSc Procurement (new)

MSc Services and Retail Management (new)

Doctorate in Business Administration (DBA)

Department of Sociology Psychology and Social Work

Diploma in Human Resource Development

MSc Applied Psychology

MSc Human Resource Development

MSc in Clinical Psychology *(offered jointly with the Department of the Community Health & Psychiatry)*

MSc Demography

MSc Sociology

Master of Social Work

MPhil Sociology

PhD Sociology

PhD Organizational Behaviour

Sir Arthur Lewis Institute of Social and Economic Studies

MSc Development Studies

MPhil Economic Development Policy

MPhil Governance and Public Policy

MPhil Integration Studies

MPhil Social Policy

PhD Economic Development Policy

PhD Governance and Public Policy

PhD Integration Studies

PhD Social Policy

For details on our programme offerings, please see information from our departments.

Best wishes.

DEPARTMENT OF ECONOMICS

Head: Dr. Marie Freckleton

The Department of Economics offers the following Graduate Programmes:

- MSc Economics
- MSc International Economics and International Law

MSc Economics

Programme Objectives:

- The main objective of the MSc Degree at Mona is to produce graduates who are internationally competitive in research skills, with a thorough understanding of economic theory and its main subdisciplines, and sensitive to the economic issues of the Caribbean.

- Graduates are prepared to function effectively in both the public and private sectors.

Entry Requirements:

Our admission process is highly selective. Any well-qualified person with a First Class or Upper Second baccalaureate degree from a recognized college or university may apply for the graduate admission to the Economics Department. It is not essential though an asset that the undergraduate degree be in economics, however some preparation in undergraduate economics, especially in economic analysis is desirable. Similarly, a working knowledge of calculus, matrix algebra and statistical methods is essential. Students without adequate knowledge may be accepted but will be asked to take some departmental courses at the discretion of the Selection Committee. Some students may also be accepted subject to their completion of a qualifying year. All courses, including departmental requirements, must be passed with a grade "B" or better. Students will be asked to withdraw from the programme after failing five (5) courses or if the same course is failed twice.

Seminars

Students are required to be present at all the Graduate Seminars for a full academic year.

Duration of programme:

Two years full-time

Programme Structure:

The programme consists of twelve (12) full-semester graduate courses, three credits each. Four (4) courses (Microeconomic Theory I, Macroeconomic Theory I, Economic Development I, Econometrics I) will constitute the core of the programme which all students will be required to take. In addition, each student will be required to major in two (2) field courses, and any other four (4) electives. A field consists of two (2) sequenced courses.

Year 1 Semester 1

1. Microeconomic Theory I
2. Macroeconomic Theory I
3. Either Economic Development I or Econometrics I
4. Graduate Seminar

Year 1 Semester 2

1. Microeconomic Theory II
2. Macroeconomic Theory II
3. Either Economic Development II or Econometrics II
   or
   International Economics II (with lecturer's permission)

Year 2 Semester 1

1. Either Economic Development I or Econometrics I
2. Students choose the fields they want to pursue:
   i. International Economics
   ii. Monetary Economics
   iii. Game Theory

iv. Financial Economics

Year 2 Semester 2

1. Either Economic Development II or Econometrics II
2. Students complete the fields that they chose:
   i. International Economics
   ii. Monetary Economics
   iii. Game Theory
   iv. Financial Economics

*Students who are mandated to complete some departmental requirements would not follow the stated programme structure. These students would be given academic counselling to ensure appropriate course selection during registration.

Courses (Core)

Course Code	Course Name	No. of Credits
EC61A	Microeconomic Theory I	3
EC62A	Macroeconomic Theory I	3
EC63A	Economic Development I	3
EC65A	Econometrics I	3

Courses (Electives)

Course Code	Course Name	No. of Credits
EC61B	Microeconomic Theory II	3
EC62B	Macroeconomic Theory II	3
EC63B	Economic Development II	3
EC65B	Econometrics II	3
EC68A	Monetary Economics I	3
EC68B	Monetary Economics II	3
EC69A	International Economics I	3
EC69B	International Economics II	3
EC69C	International Trade Policy	3
EC73A	Game Theory I	3
EC73B	Game Theory II	3
EC75A	Financial Economics I	3
EC75B	Financial Economics II	3
EC76A	Directed Readings I	3
EC76B	Directed Readings II	3
EC77B	Economic Growth Theory I	3

EC61A & EC61B/ Microeconomic Theory I&II

Course Description:

This two course sequence is a survey of microeconomic principles, problems and applications, with most of the emphasis on principles. The course will assume familiarity with linear algebra and calculus and will sometimes make use of more advanced mathematical tool. Microeconomic

Theory I presents the general equilibrium and partial equilibrium models of price formation under conditions of perfect competition. In doing so, there are in-depth analyses of the theory of consumer under certainty and the theory of the perfectly competitive firm. Microeconomic Theory II explores the formation of prices under conditions of imperfect competition. In doing so, there is in-depth analysis of consumer choice under uncertainty, the behaviour of firms under various assumptions of imperfect competition, and the formation of prices in the presence of externalities.

EC62A & EC62B/ Macroeconomic Theory I&II

Course Description:

The purpose of these courses is to introduce the student to the analysis of macroeconomic issues at a more advanced level. The emphasis in the first semester course is on becoming familiar with the techniques and basic models of analysis that macroeconomists use. Students will explore models that uncover fundamental relationships and are suitable for analysis of economic fluctuations – the representative agent and overlapping generations' model. Also, time will be spent reviewing the mathematical prerequisites necessary to manipulate the models you will encounter later in the course. In the second semester course, the objective is to cover the various approaches to explaining to the phenomena of economic growth. At the end of the sequence, the student will have an understanding of why and how economies experience cyclical swings and grow over time, as well as have the basic tools to work through published economic literature in order to deepen and extend his or her understanding in these and other areas. Essentially, students will be exposed to a smaller number of topics, but in rather great depth than in the first course.

EC63A & EC63B/ Economic Development I&II

Course Description:

The sequencing of the contents of the two courses has been organized so as to complement each other, while integrating theory and practice in policy-making. Economic Development I surveys theories of economic development/ underdevelopment with special reference to the Caribbean. Students are exposed to the main schools of economic thought with respect to development and growth. It examines the meanings and measurement of development and growth and then reviews development theories and policies. This is a core course in the MSc programme that all students are required to take. Economic Development II is strongly oriented to research and uses a seminar format. Students are required to prepare research papers on topics selected for their relevance and importance to the formation and implementation of development policy in the Caribbean. Emphasis is on building research, writing and presentation skills.

EC65A & EC65B/ Econometrics I&II

Course Description:

This two-course sequence in econometric theory and analysis is intended to be an introduction to advanced econometric theory and analysis. It is intended to prepare both those who will go on to further study in economics and those for whom the MSc is the terminal degree. Given these two goals for the courses, they contain a combination of theoretical analysis and computer

applications. It is assumed that students have a background in calculus, matrix algebra, statistical analysis and probability theory. Topics include: single equations problems, distributed lags, simultaneous equation models, time series analysis, model specification, estimation and testing.

EC68A & EC68B/ Monetary Economics I&II

Course Description:

The first course, Monetary Economics I, is designed to cover basic concepts and issues in monetary theory; demand for and supply of money and credit, and interest rates theory. Students are encouraged to be familiar with both theoretical developments and empirical works. The second course, Monetary Economics II, covers materials related to monetary policy and its role in affecting economic activity at advance levels. It is assumed that students are familiar with basic economics, monetary theory, mathematics, and statistics. Included are: the financing of government spending, seigniorage, deficit and national debt, and inflationary dynamics.

EC69A & EC69B/ International Economics I&II

Course Description:

The first of this two-course sequence exposes students to advanced international trade theory and empirical tests of trade models. Included are classical trade models, neoclassical trade theory, new trade theories, economic integration and trade and development. The second course focuses on issues in international finance. As such it offers explanations of exchange rate determination, balance- of-payments fluctuations, and currency crises. It includes an analysis of the comparative benefits of various exchange rate arrangements.

EC69C/ International Trade Policy

Course Description:

This course complements the international trade theory course by exposing students to current issues in international trade policy. The emphasis is on the policy choices facing developing countries in the international trading system. Included are the World Trade Organization, trade in goods, trade in services, trade related intellectual property rights, regionalism and unfair trading practices.

EC73A & EC73B/ Game Theory I&II

Course Description:

The Department offers a two-course sequence in Game Theory. This sub-discipline has become extremely important in modern graduate curricula because of its mathematical novelty and its applicability to many social and economic problems. Beyond the theory, students are exposed to a variety of applications to bargaining problems especially where they are relevant to policy formation. Included are: the rules of game, topics in moral hazard and signal games.

EC75A & EC75B/ Financial Economics I&II

Course Description:

The first course, Financial Economics I, in this two-course sequence is a general introduction to modern methods in finance and financial economics. It concentrates mainly on the capital assets, stocks in particular. The second course, Financial Economics II, covers the empirical applications of modern methods in finance and financial economics. This course reviews selected current research topics in the literature and the empirical methods used in these studies. Upon completing the course, students will become familiar with some of the recent literature in financial economics and the methodologies involved. Included are: mean-variance portfolio theory, asset pricing theories, market anomalies, and international stock price movements.

]EC76A & EC76B/ Directed Readings I&II

Course Description:

This is a research based course within which the student is assigned a supervisor. The Supervisor directs the reading material based upon the agreed topic. The topic that is chosen is usually based on a course that was not taught in that academic year. The Supervisor then indicates the expected coursework to be completed by the student which would constitute the grade of the course.

EC77B/ Economic Growth Theory I

Course Description:

In the last two decades, several recent developments in the theory of economic growth have been made. These developments, which offer to address the dynamics of economic growth without a resort to shift parameters, may be useful summarized under the heading of Models of Endogenous Economic Growth and Innovation'. A primary objective of this course will be to introduce and guide students through this new literature, which will be situated within the dominant modern theoretical traditions in economic growth. Included are: introduction and overview of the issues in growth theory, equilibrium and non-equilibrium growth theory.

Additional Notes

Graduate Seminar Series

The Department hosts a weekly seminar series where faculty, graduate students and private and public sector leaders are invited to make presentations on current research work. The primary objective of the series is to expose students to a wide range of issues and ideas surrounding the changing economy and the world of work. This exercise is mandatory for all graduate students.

Summer Internship Programme

An important component of the MSc programmes is the summer internship exercise in which students are placed in public or private sector institutions in the Caribbean as researchers. The programme runs for 6-8 weeks during which time the advantage to the student is exposure to, and the experience of, the real world of decision-making.

The MSc Economics Internship programme has proven very successful with the overwhelming support and participation of central banks, ministries of finance, private insurance companies, and various statutory bodies of the governments in the Caribbean.

Scholarship and Awards

Students reading for higher degrees are an important and valuable asset to the University. Continuing efforts are being made to increase the size and sources of funds available for graduate students. The University currently offers twelve (12) awards annually for graduate study and research purposes and administers awards on behalf of donors e.g. PCJ and Starr Foundation Fellowship.

The Department of Economics is in a position to offer several departmental awards to students registered for full-time study. These will be financed by both departmental and non-departmental sources. Recipients of these awards are required to perform duties such as invigilating, grading examinations and conducting tutorials and research.

In addition, the Department administers awards on behalf of the Bank of Jamaica (The G. Arthur Brown Scholarship) and The De La Rue Group plc (The Thomas De La Rue Scholarship and De La Rue Currency Scholarship). Consult the Department for details.

Department Contact Information:
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Email address: econ@uwimona.edu.jm
Website: http://www.mona.uwi.edu/economics

MSc International Economic International Law

Programme Objectives:

The MSc Degree in International Economics and International Law aims to:

- Provide students with the skills necessary for economic analysis of international trade issues.
- Expose students to recent developments in international trade theory and international trade policy.
- Provide students with an understanding of the principles and practice of International Law.

Entry Requirements:

The admission process for this full-time, two (2) year, programme is highly selective. All applicants must have a baccalaureate degree from a recognized University with at least an upper second class honours, preferably in Economics or Law. Where necessary, students may be required to take some departmental courses. All courses, including departmental requirements, must be passed with a grade “B” or better. Students will be asked to withdraw from the programme after failing five (5) courses or if the same course is failed twice.

Seminars:
Students are required to be present at all the Graduate Seminars for a full academic year.

Duration of programme:
Two years full-time

Programme Structure:

The programme consists of eleven (11) full-semester graduate courses and an internship of eight (8) weeks, three (3) credits each. Six (6) courses will constitute the core of the programme which all students will be required to take. In addition, each student will be required to select five (5) electives, at least two (2) from Law and at least two (2) from Economics.

The courses available in any academic year will be dependent on the current graduate course offerings and the graduate timetables from both Departments of Economics and Government.

Students, with permission, can select graduate courses as electives that have not been listed.

Courses (Core)

Course Code	Course Name	No. of Credits
EC61A	Microeconomic Theory I	3
EC62A	Macroeconomic Theory I	3
EC69A	International Development I	3
GT62B	Selected Issues in International Law	3
GT62G	The World Trading System	3
GT62K	International Economic Law	3

Courses (Electives)

Course Code	Course Name	No. of Credits
GT62C	The Law and Politics of the Sea	3
GT62L	International Trade and the Environment	3
EC61B	Microeconomic Theory II	3
EC62B	Macroeconomic Theory II	3
EC63A	Economic Development I	3
EC65A	Econometrics I	3
EC69C	International Trade Policy	3
EC73A	Game Theory I	3

EC61A / Microeconomic Theory I

Course Description:

This course is a survey of microeconomic principles, problems and applications, with most of the emphasis on principles. The course will assume familiarity with linear algebra and calculus and will sometimes make use of more advanced mathematical tool. Microeconomic Theory I presents the general equilibrium and partial equilibrium models of price formation under conditions of perfect competition. In doing so, there are in-depth analyses of the theory of

consumer under certainty and the theory of the perfectly competitive firm.

EC62A / Macroeconomic Theory I

Course Description:

The purpose of this course is to introduce the student to the analysis of macroeconomic issues at a more advanced level. The emphasis in the first semester course is on becoming familiar with the techniques and basic models of analysis that macroeconomists use. Students will explore models that uncover fundamental relationships and are suitable for analysis of economic fluctuations – the representative agent and overlapping generations' model. Also, time will be spent reviewing the mathematical prerequisites necessary to manipulate the models you will encounter later in the course.

EC69A/ International Economics I

Course Description:

This course focuses on issues in international finance. As such it offers explanations of exchange rate determination, balance-of-payments fluctuations, and currency crises. It includes an analysis of the comparative benefits of various exchange rate arrangements.

GT62B/ Selected Issues in International Law

Course Description:

This course examines the extent to which Public International Law contributes to international order and development in a number of contexts. It is concerned with the ways in which Public International Law has influenced approaches to the Use of Force, foreign investment, and the promotion and protection of human rights. Special emphasis will be placed on the role of international organisation in the formulation of legal regimes for international order and in fostering international development. At the same time, attention will also be focused on the precise operation of legal rule at the international level.

GT62G/ The World Trading System

Course Description:

The course will first examine the legal institutional/ constitutional structure of the WTO. This will be followed by an examination of the basic theory of trade liberalisation, and the related core obligations of the two most important WTO Agreements regulating trade in goods and services - the GATT and GATS respectively. The main objectives of this course are to demonstrate an understanding of the constitutional/philosophical underpinnings of the international system of international trade regulations; identify/outline the main rules/principles of the system; determine the extent to which the system is representative of the interests of developing countries; understand the relevance of WTO; understand the relevance of WTO - compatability re: the relationship between regional/ preferential trade arrangements and the WTO; appreciate the relationship between globalisation and the movement towards the inclusion of new/emerging issues (especially labour and the environment) and their significance for the continued participation of developing countries in the system and demonstrate an understanding

of the fundamentals of the dispute settlement.

GT62K/ International Economic Law

Course Description:

This course emphasises the importance of legal prescription/regulations in achieving 'global economic coherence'. It will focus primarily on the operations and influence of the International Monetary Fund, the World Bank and the World Trade Organization, as the principal international organizations responsible for the determination of legal regimes governing the achievement of economic liberalization and development. Throughout, the role of politics and the influence of the more powerful (State and Private) players in the prescription of appropriate economic policies to correct structural imbalances will be highlighted. However, the course focuses on the increasing reference to the legality of state conduct and the importance of monitoring and compliance as two distinct legal outcomes with implications for developing countries. It considers the role of law in the governance of the international economic order, and the possible legal recourse (if any) open to recipient state - both of which will be analysed in the wider context of the need for reform of existing structures and processes of these institutions.

GT62C/ The Politics and Law of the Sea

Course Description:

This course will examine the rules of international law pertaining to the sea. Emphasis will be placed on the development of the law of the sea in the post-World War II period, and, in particular on the new rules on the law of the sea which have emerged out of negotiations at the first and second Geneva Conference on Law of the Sea. Although attention will be paid to technical rules in areas such as access to natural resources and navigational rights for States, the focus will be placed on the different political and economic interests which underpin current rules and principles. The course will also examine the interplay between issues of development, hegemony, geography and geopolitics in the evolution of the prevailing legal rules. The relationship between the various Law of the Sea treaties and customary international law shall also be emphasised.

GT62L/ International Trade and the Environment

Course Description:

This course provides a systematic analysis of the factors informing the inclusion of this matter in the WTO trade negotiating process. While much emphasis will be placed on the WTO, the course includes a comparative examination/analysis of NAFTA, EU, the FTAA and international law principles, as well as reference to economic and political considerations related to the topic. It seeks to examine, in detail, the role of environmental concerns in the formulation of trade policy initiatives/measures, the issue of extraterritoriality, implications for the sustainability of the WTO as an international regulatory institution and more importantly, the possible legal and policy implications of this for the market access opportunities of developing countries.

EC61B / Microeconomic Theory II

Course Description:

This course is a survey of microeconomic principles, problems and applications, with most of the emphasis on principles. Microeconomic Theory II explores the formation of prices under conditions of imperfect competition. In doing so, there is in-depth analysis of consumer choice under uncertainty, the behaviour of firms under various assumptions of imperfect competition, and the formation of prices in the presence of externalities.

EC62B / Macroeconomic Theory II

Course Description:

The purpose of this course is to introduce the student to the analysis of macroeconomic issues at a more advanced level. The objective of this course is to cover the various approaches to explaining the phenomena of economic growth.

EC63A/ Economic Development I

Course Description:

The contents of this course have been organized so as to integrate theory and practice in policy-making. Economic Development I surveys theories of economic development/ underdevelopment with special reference to the Caribbean. Students are exposed to the main schools of economic thought with respect to development and growth. It examines the meanings and measurement of development and growth and then reviews development theories and policies.

EC65A/ Econometrics I

Course Description:

This course in econometric theory and analysis is intended to be an introduction to advanced econometric theory and analysis. It is intended to prepare both those who will go on to further study in economics and those for whom the M.Sc. is the terminal degree. The course contains a combination of theoretical analysis and computer applications. It is assumed that students have a background in calculus, matrix algebra, statistical analysis and probability theory. Topics include: single equations problems, distributed lags, simultaneous equation models, time series analysis, model specification, estimation and testing.

EC69C/ International Trade Policy

Course Description:

This course complements the international economic theory course by exposing students to current issues in international trade policy. The emphasis is on the policy choices facing developing countries in the international trading system. Included are the World Trade Organization, trade in goods, trade in services, trade related intellectual property rights, regionalism and unfair trading practices.

EC73A/ Game Theory I

Course Description:

This sub-discipline has become extremely important in modern graduate curricula because of its mathematical novelty and its applicability to many social and economic problems. Beyond the theory, students are exposed to a variety of applications to bargaining problems especially where they are relevant to policy formation. Included are: the rules of game, topics in moral hazard and signal games.

Additional Information/Notes:

Graduate Seminar Series

The Department hosts a weekly seminar series where faculty, graduate students and private and public sector leaders are invited to make presentations on current research work. The primary objective of the series is to expose students to a wide range of issues and ideas surrounding the changing economy and the world of work. This exercise is mandatory for all graduate students.

Summer Internship Programme

A compulsory and important component of the M.Sc. programmes is the summer internship exercise in which students are placed in public or private sector institutions in the Caribbean as researchers. The programme runs for 6 – 8 weeks during which time the advantage to the student is exposure to, and the experience of, the real world of decision-making.

The MSc International Economics and International Law Internship programme has proven very successful with the overwhelming support and participation of regional and international organizations, central banks, and various statutory bodies of the governments in the Caribbean. Assessment of internship will be as follows:

- Students will be required to prepare a written paper on a subject related to the work done during the internship. This will account for 80% of the marks.
- The supervisors of the interns in the participating organizations will be provided with a form designed to assess the performance of the interns. This assessment will account for 20% of the marks.

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Programme Coordinator: Peter-John Gordon

DEPARTMENT OF GOVERNMENT

Head: Dr. Lloyd Waller

The Department of Government fully participates in the University's mission of "To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the inclusive (social, economic,

political, cultural, environmental) development of the Caribbean region and beyond" UWI Strategic Plan 2012-2017.

The Department seeks to achieve this objective by providing quality undergraduate and postgraduate education in the following disciplines:

- Political Science Political Leadership, Strategy and Management
- Comparative Politics
- Politics and International Cooperation
- International Public and Development Management
- International Relations
- Public Policy Management
- Criminology
- African Politics

One of our main aims is to develop a cadre of individuals who will be able to tackle the many existing as well as emerging government, business and societal related challenges and, proffer the relevant innovative solutions. Our undergraduate, masters and research students come from all parts of Jamaica, other Caribbean countries and around the world as do our academic faculty. Thus, the Department has a strong multidimensional character. Our alumni can be found in some of the leading areas of diplomacy and international trade; political science and management; journalism and communication; government, non-governmental and business organizations; donor agencies, international foundations and global philanthropic institutions in the region and across the world.

The Department of Government offers the following Graduate programmes:

- MSc Government with Specializations in (Comparative Politics/Political Theory) and
  - (International Relations)
- MSc International Public and Development Management (IPDM)
- MSc Politics and International Cooperation (MPIC)
- MPhil Government
- PhD Government

Programme Structure:

The MSc. Government programme comprises two specializations: Comparative Politics/Political Theory and International Relations.

As of academic year 2014/2015, students entering the programme will be required to complete 36 credits instead of 30 credits for the award of the MSc Government degree; the addition being a 3-credit English Language course – LANG 6099 - **Advanced Academic English Language Skills for the Social Sciences;**

All students are expected to pursue a structured sequence of 5 core courses (15 credits) and 5 electives (15 credits) along with a 6-credit research paper/project.

Enrollment Option: Part-Time and Full/Time

MSc Government (*Comparative Politics/Political Theory Concentration*)

Core Courses: Students are encouraged to complete core courses within the first year of their programme.

Course Code	Course Name	No. of Credits
LANG 6099 -	Advanced Academic English Language Skills for the Social Sciences	3
GOVT6076	Quantitative Research Methods	3
GOVT6077	Qualitative Research Methods	3
GOVT 6078	Caribbean Political Systems I	3
GOVT6090	Political Theory I – Methodology and Critical Concepts	3
GOVT6080 OR	Supervised Research Paper/Project - Caribbean Political Systems III	6
GOVT6085 OR	Supervised Research Paper/Project – Democracy III	6
GOVT6092	Supervised Research Paper/Project – Political Theory III	6

After completing all taught courses, students must register for one (1) of the above-mentioned research papers based on the topic being researched:

Courses (ELECTIVES) – Within the Sub-Discipline (Comparative Politics/Political Theory)

Electives are appropriate 3-credit courses offered by the Department or from another Faculty/Department/Unit within the University and must be at the graduate level.

Course Code	Course Name	No. of Credits
GOVT6079	Caribbean Political Systems II	3
GOVT6081	Democracy I	3
GOVT6082	Democracy II	3
GOVT6091	Political Theory II - Radical and Critical Theories in Modern Political	3

Thought

TOTAL NUMBER OF CREDITS FOR DEGREE: 36

Course Description

GOVT6076: Quantitative Research Methods in Social Sciences (3 credits)

This course is a weekly seminar in research methods with emphasis on bivariate and multivariate techniques for analysing quantitative social science data. The seminar is intended to help graduate students develop a sophisticated understanding of the conceptual foundations of research design, measurement strategies, and bivariate/multivariate statistical Analysis of data in the social policy sciences. Primary emphasis will be placed on developing an understanding of the logic of inquiry and appropriate research strategies rather than on extensive manipulation on mathematical formulas. A basis competence in algebra should be sufficient to grasp the mathematical aspects of the course. The theoretical sophistication, research skills, and statistical knowledge acquired from this should enable the student to better comprehend technical literatures in professional journals and will help with basic tools with which to design and execute research projects. Wherever possible, you should try to apply some of the methods you learn in this course to other Government Department courses, research papers, and theses.

GOVT6077: Qualitative Research Methods (3 credits)

A complement to GOVT6076/GT66A (Quantitative Research Methods), this course provides training in philosophies and methods of qualitative inquiry in the social sciences, with particular emphasis on techniques employed by political scientists in studying the historical, cultural, textual, symbolic, subjective, mediated, propagandistic, and rhetorical aspects of political life. Weekly lectures, assigned readings, student projects, and lab exercises are used to explore both the major *theoretical perspectives* that underlie qualitative political analysis, and some of the commonly-used *methods* that are used for collecting and interpreting qualitative materials. The skills that you acquire from this course should enable you to better comprehend related literatures in professional journals, and will equip you with tools with which to design and execute your own qualitatively-oriented projects. Wherever possible, you should try to apply some of the approaches you learn in this course to other courses, research papers, and/or theses.

GOVT 6078: Caribbean Political Systems I (3 credits)

This course explores the development of politics in the Caribbean around decolonization and independence. We will assess the politics of the region in terms of the character of the contemporary Caribbean state as an offshoot of its colonial predecessor. Methodologically, this will be approached through the lens of "Caribbean political science." We will examine the theories which have emerged about the politics of the Caribbean with a view to appreciating their continued relevance to apprehending the political life of the region.

GOVT 6079: Caribbean Political Systems II (3 credits)

The Caribbean and Latin America are tied by common histories of colonialism, racialism and North American domination. The Caribbean and Latin America are also interconnected as spaces from which to consider the nature of power through the experiences of the descendants of

Africans enslaved in the West. This course explores contemporary political issues in the region which emerge out of that history and experience. It is interested in the ways in which politics are internally constituted as a means through which to reconfigure colonial legacies and the impact of this politics on the independence of the region. We will focus on the terrains of contestation based on demands for rights and representation by the poor, dispossessed and marginalized, especially as is shaped by race, class and gender.

In our examination of Latin America, emphasis is placed on the contours of democracy produced by the rise of the Left against the background of a traditional view of it as undemocratic and in terms of the possibilities for emerging out of American domination. Critical questions to be posed are whether democracy is radicalized in the politics of the Left and what are its limitations? We will also place emphasis on the Afro-Latin and indigenous experiences and their contributions to democratization. In the case of the Anglophone Caribbean we will examine the ways in which politics has been shaped by the international environment and specifically at this juncture, the dominance of neoliberalism where the politics of the Left is "left behind" and through changes in internal power structures since independence, evidenced for instance in the collapses of creole and black nationalism

GOVT 6081 Democracy I (3 credits)

This course explores the meaning and practice of democracy in the context of democratic theory from liberalism to grassroots democracy. It explores the development of democracy and the state from a gendered and classed perspective. It looks at the problems of democracy in terms of elite and mass control; the state as a product of patriarchy and women's role in democratization; the relationship between the state and models of development. The course considers processes of democratization which emerged in the 20th century (the Third Wave) and the challenges associated with it. It looks at prospects for democracy in the 21st century, in the period of neoliberal globalization and current trends toward deepening democracy.

GOVT 6082: Democracy II (3 credits)

The course focuses on the shifting understandings of democracy and the emphasis on consolidation and citizenship as a sphere in which rights and privileges often have to be fought for. This course is particularly interested in contestations from below. Seeing politics from below allows us to examine how citizens impact the political process when they are on the outside of it. The course is international in scope but will look on the experiences of the Caribbean within the context of global initiatives in citizens' contesting and states' consolidating democracy. The course looks at democracy as it exists not only in theory but also in practice and highlights some of its limits and its critics. We look at the everyday practices of democracy and the challenges faced by democratic institutions and democratic practices. We also explore the link between democracy and justice, democracy and economic development and the question of pluralism and participation and the obligations for inclusion (based on culture/ethnicity, gender, language, immigration and socio-economic status) in the democratic state. We will also discuss democratic contestation by protest, violence, civil obedience, social movements and transnational activism as part of the "global democracy" trend. Finally the course looks at the emergence of digital democracy and how this has been used from below to contest democracy.

GOVT6090: Political Theory I – Methodology and Critical Concepts (3 credits)

The aim of this course is to give a general introduction of classical western political theory giving a general picture of the thinking that has shaped our contemporary social, economic, and

political realities in the western hemisphere. These thinkers were concerned with (among other things), the relationship between the state and the individual, the connection between individual freedoms and political authority, and contemplated whether or not human beings were fundamentally equal or unequal and whether societies were fundamentally peaceful or chaotic.

The course is structured around four broad themes that are prominent in the works of early political theorists. The four themes are: (1) assumptions and theorization of the state of nature and early political society; (2) the nature of sovereignty and the paradox for contemporary democracies; (3) the original and role of property (and the conception of private property); and (4) liberty, equality and justice.

While the main focus of the course is classical western political theory (the canons of political science), students will be exposed to African, Asian and other philosophers who also deal with these issues for/in non-western societies.

GOVT6091: Political Theory – Radical and Critical Theories in Modern Political Thought

(3 credits) –

This course reads and analyses six volumes of South Africa's Truth and Reconciliation Commission Report. However, the focus in the TRC on truth in politics, on issues of reconciliation and justice remains critical not only in relation to a white/black situation, but the ethnic violence after the 2007 Kenyan elections and the genocide in Rwanda indicate how easy it is for political elites to manipulate inter-ethnic African conflicts. The TRC may become more important for relations among Africans as a basis for compromise and negotiations instead of war and bloodletting.

The TRC Report inductively forces us to think deeply about matters pertaining to the state, justice, equality, liberty, freedom, trust, revolutions and revolutionary situations, symbolic manipulations, diplomacy and war among others. And in the more modern and supposedly pragmatic version of political thought, the TRC work stimulates conceptual formation and review in areas such as political culture, political mobilization, political integration, political distribution and overall sustainable political development.

GOVT6093: Politics in the Middle East (3 credits)

This course is designed to deepen students' knowledge of Middle Eastern societies and to explore how the theories and methods of comparative politics help us to make sense of social, economic and political processes in the contemporary Middle East. In additional, it is intended to explore what the Middle East can tell us about theories and methods in comparative politics, political economy, political sociology and/or international relations. The intent of the seminar is not only to explore the various and complex dynamics of Middle Eastern societies but also to connect political science issues in the Middle East with broader theoretical concerns and debates in the social sciences.

With these aims in mind, our discussions and readings will focus not only on phenomena that need to be explained, but on the kinds of theories that are used to explain them and how the two interact in the study of the Middle East. The course will focus on the 20th and 21st centuries, with particular attention to the period since the Second World War. The course will study the political processes of Middle Eastern states over time, and also their relations with one another,

as well as with states outside the region. We will also be comparing what we know about the Middle East with what leading theories of comparative politics or political economy tell us the Middle East should be like. For instance, we will examine the literature dealing with state formation and state crisis, legitimacy, stability, and authoritarianism, leadership, elites, ideologies, collective action. We will also discuss current research issues, including religious or ethnic conflicts, political consequences of structural adjustment, liberalization, democratization, civil society, and gender issues.

LANG6099: Advanced Academic English Language Skills for the Social Sciences (3 credits)

The course will be offered for one semester, three hours per week, and will include components in reading, writing and oral communication. The integrated approach to these three areas will equip students with the requisite skills for effective engagement in academic discourse.

Advanced Academic English Language Skills for the Social Sciences involves critical and disciplinary reading, and writing in modes appropriate to this discipline, and a research or critical paper within the student's own discipline/area of focus. **The course offers <u>an immersion into the academic community whose conventions the students need to learn. In this course, students learn about their academic community as they explore</u>** the discourse of the community with guidance as to how to articulate the writing conventions necessary to be successful in their major fields. After successfully completing this course, the students can be assured of a rudimentary understanding of the kinds of writing expected of them within their disciplines at the graduate level.

The course will require intense involvement on the part of students in activities in, interactive/collaborative sessions such as class presentations, peer critiquing/reviewing and group work. Students will also be afforded the opportunity to enhance their linguistic abilities by processing and evaluating texts with varying types of content and structural organization. Students will be required to maintain a portfolio in which all work/ assignments will be kept.

GOVT6116: Principles and Practices of E-governance (3 credits)

Information and Communication Technologies (ICTs) have transformed the configuration of governance in many parts of the world. For many, these technologies have become indispensable tools for government modernization and reform. In the Caribbean for example, this is evidenced by the migration of many government services to the Internet, the use of new ICTs by citizens and civil society groups to influence public policy, in addition to several modernization exercises which have been undertaken in the last decade to make government agencies more efficient, transparent, accountable and responsive to the needs of citizens. While several such examples exist, we still need to explore the ways in which the use of ICTs impact governance and analyse the mechanisms that drive such impacts. This course will seek to address these broad issues.

Programme Coordinator:Dr. Stacey-Ann Wilson

MSc Government (*International Relations*) students will be awarded the "MSc Government degree" at the end of the programme.

MSc Government (International Relations Concentration)

Core Courses: Students are encouraged to complete core courses within the first year of

their programme.

Course Code	Course Name	No. of Credits
LANG 6099	Advanced Academic English Language Skills for the Social Sciences	3
GOVT 6064	Theories and Issues in Contemporary International Relations	3
GOVT6065	Selected Issues in International Law	3
GOVT6076	Quantitative Research Methods	3
GOVT6077	Qualitative Research Methods	3
GOVT6068	Supervised Research Paper/Project in International Law, OR International Organisations, OR International Politics	6

After completing all taught courses, students must register for one of the above-mentioned research papers based on the topic being researched:

ELECTIVES) – Within the Sub-Discipline/Concentration (International Relations)

Electives are appropriate 3-credit courses offered by the Department or from another Faculty/Department/Unit within the University and must be at the graduate level.

Course Code	Course Name	No. of Credits
GOVT6066	The Law and Politics of the Sea	3
GOVT6067	Government and Politics in Selected Regions (Latin America)	3
GOVT6069	The World Trading System	3
GOVT6070	Regionalism in a Globalized Age	3
GOVT6072	International Political Economy	3
GVT6073	International Economic Law	3
GOVT6074	Global Political Economy and Climate Change	3
GOVT6094	United States Foreign Policy	3

TOTAL NUMBER OF CREDITS FOR DEGREE 36

Course Description

GOVT6064: Theories and Issues in Contemporary International Relations (3 credits)

This course provides a survey of the major theoretical areas and debates in International Relations. It is a compulsory course for all graduate students specializing in International Relations, as it provides a theoretical foundation for most of your optional courses and especially for the Research Paper component of your MSc programme. Many amongst you have already been introduced to International Relations theory at the undergraduate level. In this course you will come to a deeper realization of the fundamental importance of theory in shaping our worldviews, our analysis and understanding of issues and how theoretical views of the international sphere have influenced the codes and institutions that regulate and manage international affairs. Theory is indispensable if you wish to develop more than a very superficial grasp of international and domestic events.

GOVT6065: Selected issues in International Law (3 credits)

This course examines three discrete aspects of Public International Law, namely, the law concerning the use of force in international relations, human rights law, and the law of state responsibility, including the treatment of foreign direct investment. The main concerns will be (1) to consider the ways in which legal principles and rules influence the decision – making process in international relations, and (2) to examine the extent to which different groups of States, and in particular, developing States, have sought to shape Public International Law to suit their national and group interests. Special emphasis will be placed on the manner in which States have used the United Nations and other multilateral agencies as important arenas for the formulation of treaty rules and for the elaboration of norms of customary international law. Particular attention will also be placed on issues relating to the use of law as an instrument of international development.

GOVT6066: The Law and Politics of the Sea (3 credits)

This course will examine the rules of international law pertaining to the sea. Emphasis will be placed on the development of the law of the sea in the post-World War II period, and, in particular on the new rules on the law of the sea which have emerged out of negotiations at the first and second Geneva Conferences on the Law of the Sea and the Third United Nations Conference on the Law of the Sea. Although attention will be paid to technical rules in areas such as access to natural resources and navigational rights for States, the focus will be placed on the different political and economic interests which underpin current rules and principles. The course will also examine the interplay between issues of development, hegemony, geography and geopolitics in the evolution of the prevailing legal rules. The relationship between the various Law of the Sea treaties and customary international law shall also be emphasized.

GOVT6067: Government and Politics of Selected Regions: Latin America (3 credits)

This course will explore the political development and the international relations of selected regions in Latin America. The major objective of the course is to allow students to gain a deeper understanding of Latin America. It also seeks to analyze the forces of change which are shaping new directions in Caribbean-Latin American relationships. Particular case studies for analysis will be drawn from Venezuela, Argentina, Brazil, and Chile. The course will take a seminar format and there will be a series of introductory lectures.

G0VT6069: The World Trading System (3 credits)

The conclusion of the Uruguay Round of international trade negotiation resulted in the creation of the World Trade Organisation (WTO), which came into existence in 1995. With a present membership of 153 Members, the WTO is the principal multilateral organization responsible for the regulation of international trade. The objective of the WTO rules based system is the promotion and expansion of international trade and the primary goal is liberalized and predictable trade, thus the benefits to be derived are based on knowledge and understanding of the rules.

The course provides students with an introduction to the WTO and an overview of its rules based structure, core principles and obligations and agreements. Throughout, the rules and principles of the WTO and their operation, will be discussed/analysed in their economic and political contexts – emphasising both law and policy issues. This course is not intended to be exhaustive in scope and is beneficial for those interested in the role of international organizations in the regulation of international economic relations, and the implications of this for developing countries.

GOVT6070: Regionalism in a Globalized Age (3 credits)

This course will explore the several dimensions of regionalism in the current era of economic globalization and compare the evolution of regional cooperation in a number of studies. The case studies include the European Union, the Trans-Pacific Partnership, the Caribbean Community, and sub-regional arrangements within the Organization of American States.

GOVT6072: International Political Economy (3 credits)

The central aim of this course is to deepen knowledge in *historically-informed IPE that incorporates materialist and ideational aspects.* Students will be introduced to the different theoretical perspectives in IPE and their historical origins – from classical political economy to the core concerns of IPE. In addition to the mainstream theories, we shall be examining other issues that now come under the scope of IPE - New Growth Theories and climate change. The course provides students with the necessary tools to analyze the international community's evolution by examining not only IPE's historical development, but also the critical phases and processes in the making of our world order, especially in the post-War period (production, trade, labor and finance). Of particular importance are two areas of current relevance; namely, the financial crises and climate governance. We will be applying the various IPE perspectives to changing realities in the world order to evaluate their respective strengths and limitations.

GOVT6073) International Economic Law (3 credits)

The Course focuses on three main branches of international economic law (IEL), namely international development law, international monetary law, and international trade law. It introduces students to the legal principles which underpin IEL, and the institutional framework that govern these three branches of international economic law. It also assesses the flexibilities available to developing countries in the conduct of international economic relations, and examines how developing countries have influenced and have been impacted by international economic law.

Students will develop an appreciation of substantives issues relating to economic sovereignty and the economic jurisdiction of States and will explore these and other related concepts and

principles through Case Studies drawn from contemporary international economic relations. Students will also undertake a detailed assessment of the law and policies of the International Monetary Fund (IMF), the World Bank (IBRD) and the World Trade Organisation (WTO), and the role of these institutions in advancing normative solutions to the changing dynamics of international economic relations.

Students should note that although the Course focuses on legal issues, consideration of the economic and political dimensions will be addressed.

GOVT6074: Global Political Economy and Climate Change (3 credits)

This course explores key concepts, theoretical underpinnings, issues, challenges and debates within climate change as a phenomenon, being investigated and explored through the lens of Global Political Economy (GPE). Climate change mitigation and adaptation as well as climate resilient development themes, such as vulnerability, risk and resilience are examined in the intersect between climate change and disaster risk reduction. There are economic, financial and development implications posed by climate change across varied regional and national contexts.

Students are introduced to the complexities created by climate change and how the international community has responded to this poignant global public policy and development issue.

There are 'existential' threats for small island developing states, hence the course also examines how small island developing states have responded in terms of their domestic policy to the international challenges raised by climate change and associated concerns for their sustainable development.

Using various interdisciplinary perspectives students will be able to analyse and evaluate the mechanisms and fundamental underpinnings of climate change and related dilemmas connected to sustainable development especially for small island developing states (SIDs).

GOVT6076: Quantitative Research Methods in Social Sciences (3 credits)

This course is a weekly seminar in research methods with emphasis on bivariate and multivariate techniques for analysing quantitative social science data. The seminar is intended to help graduate students develop a sophisticated understanding of the conceptual foundations of research design, measurement strategies, and bivariate/multivariate statistical Analysis of data in the social policy sciences. Primary emphasis will be placed on developing an understanding of the logic of inquiry and appropriate research strategies rather than on extensive manipulation on mathematical formulas. A basis competence in algebra should be sufficient to grasp the mathematical aspects of the course. The theoretical sophistication, research skills, and statistical knowledge acquired from this should enable the student to better comprehend technical literatures in professional journals and will help with basic tools with which to design and execute research projects. Wherever possible, you should try to apply some of the methods you learn in this course to other Government Department courses, research papers, and theses.

GOVT6077: Qualitative Research Methods

A complement to GOVT6076/GT66A (Quantitative Research Methods), this course provides training in philosophies and methods of qualitative inquiry in the social sciences, with particular emphasis on techniques employed by political scientists in studying the historical, cultural, textual, symbolic, subjective, mediated, propagandistic, and rhetorical aspects of political life.

Weekly lectures, assigned readings, student projects, and lab exercises are used to explore both the major *theoretical perspectives* that underlie qualitative political analysis, and some of the commonly-used *methods* that are used for collecting and interpreting qualitative materials. The skills that you acquire from this course should enable you to better comprehend related literatures in professional journals, and will equip you with tools with which to design and execute your own qualitatively-oriented projects. Wherever possible, you should try to apply some of the approaches you learn in this course to other courses, research papers, and/or theses.

LANG6099: Advanced Academic English Language Skills for the Social Sciences (3 credits)

The course will be offered for one semester, three hours per week, and will include components in reading, writing and oral communication. The integrated approach to these three areas will equip students with the requisite skills for effective engagement in academic discourse.

Advanced Academic English Language Skills for the Social Sciences involves critical and disciplinary reading, and writing in modes appropriate to this discipline, and a research or critical paper within the student's own discipline/area of focus. **The course offers <u>an immersion into the academic community whose conventions the students need to learn. In this course, students learn about their academic community as they explore</u>** the discourse of the community with guidance as to how to articulate the writing conventions necessary to be successful in their major fields. After successfully completing this course, the students can be assured of a rudimentary understanding of the kinds of writing expected of them within their disciplines at the graduate level.

The course will require intense involvement on the part of students in activities in, interactive/collaborative sessions such as class presentations, peer critiquing/reviewing and group work. Students will also be afforded the opportunity to enhance their linguistic abilities by processing and evaluating texts with varying types of content and structural organization. Students will be required to maintain a portfolio in which all work/ assignments will be kept.

Programme Coordinator: Dr. Sonia Gatchair/Dr. Omar Hawthorne

MSc International Public and Development Management (IPDM)

Programme Objectives:

- Expand students' theoretical and empirical knowledge about public and development management
- Equip students with skills of appreciative enquiry, research design and report writing, argumentation and presentation, for efficient and effective functioning in their roles
- Hone students' creative, critical thinking and communication skills in preparation for managerial and leadership roles in the public service and non-profit sectors
- Develop expertise in a wide range of analytic methods and writing formats for application in the world of work
- Hone problem-solving capabilities for confident and inspirational leadership

- Transform attitude, outlook and perception as a basis for cultivating ethical and responsible managers and leaders

Entry Requirements

(MSc International Public and Development Management)

- The requirement for admission to the MSc International Public and Development Management is an upper second class degree or better- GPA of 3.0 or above in a relevant discipline with sound undergraduate coverage in the particular sub-field of concentration. In exceptional cases students' work experience may be taken into consideration for matriculation into the programme.

- Students with a First Class degree in any discipline or a Second Class Upper Division in other disciplines must read courses in social sciences. Consideration is given to students with Second Class Lower Division Degree in Public Policy and Management (formerly called Public Sector Management) who have experience in the public sector.

Duration of programme:

- **Full Time (FT) -** Three (3) semesters (equivalent to 15 months or one academic year plus one semester
- **Part-Time (PT)** – Five (5) semesters (equivalent to approximately 24 months or two academic years plus one semester

Programme Structure:

Taught Courses

The MSc in International Public and Development Management (IDPM) is a 36-credit programme. Students pursue a structured sequence comprising core courses of 18 credits **(6 courses)**, and electives of 12 credits **(4 courses)**. Electives are appropriate 3-credit courses offered by the Department or from another Faculty / Department/ Unit.

Research Paper
After completing the taught courses, students must prepare a **six (6)** credit research paper in order to complete their programme of study.

Enrollment Option: Part-Time and Full-Time

Courses (Core): Students are encouraged to complete core courses within the first year of their programme.

Course Code	Course Name	No. of Credits
GOVT6040	International Public and Development Management	3
GOVT6043	Organizational Design and Change for	3

	Public Managers	
GOVT6042	Policy Writing for Public Managers	3
GOVT6041	International Perspectives on Regulation and Regulatory Reform	3
GOVT6076	Quantitative Research Methods	3
GOVT6077	Qualitative Research Methods	3

Research Paper/Project Code	Research Paper/Project Name	
GOVT6058 OR GOVT6059	Supervised Research Project in Public Policy Studies Supervised Research Project in International Public and Development Management	6

After completing all taught courses, students must register for one of the above-mentioned research papers based on the topic being researched:

Courses (Electives)

– Four courses to be selected from Semesters I and/or II = 12 credits)

Electives are appropriate 3-credit courses offered by the Department or from another Faculty/Department/Unit within the University and must be at the graduate level.

Department of Government Course Offerings - Semester I

(MSc IPDM Electives)

Course Code	Course Name	No. of Credits
GOVT 6064	Theories & Issues in Contemporary International Relations	3
GOVT 6065	Selected Issues in International Law	3
GOVT6069	The World Trading System	3
GOVT6070	Regionalism in a Globalized Age	3
GOVT6074	Global Political Economy and Climate Change	3

GOVT6078	Caribbean Political Systems I	3
GOVT6081	Democracy I	3
GOVT6116 (Online course)	Principles and Practices of E-Governance	3
GOVT6180	Theories and Concepts in Global Security	3

Department of Government Course Offerings – Semester II

Electives are appropriate 3-credit courses offered by the Department or from another Faculty/Department/Unit within the University and must be at the graduate level.

(MSc IPDM Electives)

Course Code	Course Name	No. of Credits
GOVT 6066	The Law and Politics of the Sea	3
GOVT 6067	Government and Politics of Selected Regions: Latin America	
GOVT6070	Regionalism in a Globalized Age	3
GOVT6073	International Economic Law	3
GOVT6074	Global Political Economy and Climate Change	3
GOVT6079	Caribbean Political Systems II	3
GOVT6082	Democracy II	3
GOVT6094	United States Foreign Policy	3
GOVT6095	Methods and Models of Transitional Justice	3
GOVT 6177	Analysis of Political Opinion and Media	3
GOVT6178	Theories and Concepts in Global Security	3

TOTAL NUMBER OF CREDITS FOR DEGREE 36

Course Description

GOVT 6040- International Public and Development Management

This course aims to deepen and expand students' theoretical and empirical knowledge about the relationship between public administration/management and development. Emphasis is placed on honing students' critical appreciation of rival analytical approaches to explaining the nature, evolution and state of public administration/management, the impact of globalisation on governmental organisation and the imperatives associated with managing the development process. The development management analytic framework that is foundational to this course exposes students to discourses concerned with: the development administration/development management nexus; (re)conceptualisation of the state and state capacity; institutional analysis of development management and theories and empirics of development and underdevelopment. Simultaneously students are directed to engage analytically with the international context of development theory and public management practice. The role of international technical bureaucracies as 'policy and development advocates,' and the role of third actors in the development process are important areas of study.

GOVT6041 – International Perspectives on Regulation and Regulatory Reform

Course Description: This course aims to introduce students to the academic study of public policy specifically with reference to the regulation of utilities and financial sectors in a post-privatisation era. The course adopts a comparative perspective and draws on evidence from a number of countries; emphasis will be placed on developments in Jamaica and the wider Caribbean.

GOVT6042 - Policy Writing for Public Managers

The nature of public policy/management especially in the contemporary period requires a reinterpretation of the role and functions of the public manager and for him/her to be endowed with appropriate knowledge and an array of skills and competencies to enable the public organisation to be responsive to societal needs. The art and skill of public policy communication are no longer the purview of the techno-specialist but have increasingly become dimensions of the functional scope of middle-tier public managers upwards. The course responds to this need and is thus designed to develop the competencies and skills required for communicating in public policy/management by guiding participants through practical exercises in selected public policy communication genres. The course is not theoretical as the strategy is to build on prior content in the social sciences generally and public policy/management specifically. Fundamentally it engages participants in critical planning and research, self-assessment and reflection; writing and argumentation; utilisation of different tools of communication by way of real-world scenarios. The course aims to produce a cadre of public sector professionals proficient in the art of policy writing.

GOVT6043 Organizational Design and Change for Public Managers

Course Description: This course examines concepts and theories of organizations, which inform the choice of organizational forms in the public sector. It critically examines political and economic drivers of decisions on public sector organizational change in local and regional contexts. The course introduces strategic planning tools to improve organizational performance and explores the influence of culture, and leadership on change and performance.

Additional Information/Notes:

With effect from academic year 2014/2015 (i.e. August 2014) the Department of Government commenced the (NEW) MSc degree in International Public and Development Management (IPDM), a 36-credit programme which replaced the MSc Government (Public Sector Management concentration), a 30- credit programme.

Department Contact Information:

THE UNIVERSITY OF THE WEST INDIES
MONA CAMPUS
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MONA, KINGSTON 7
JAMAICA

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Programme Coordinator: Dr. Eris Schoburgh

MSc Politics and International Cooperation

(Joint Undergraduate/Graduate Programme)

Programme Objectives:

- To provide a unique, high quality programme of training in political science and international relations to the students enrolled in the programme.
- To provide the opportunity for the students to do a bilingual degree programme, to develop specialized knowledge of the Caribbean, in-depth knowledge of France and a familiarity with the institutions and politics of the European Union.
- To offer the students good employment prospects by providing a high quality preparation in Politics, International Relations and Development Issues, and by immersing them in both English and French speaking societies.
- To provide students with a combination of academic and research skills as well as practical, professional exposure to development issues and to the actors in development cooperation programmes.
- To offer those students who are so inclined the prospect of going on to do research degrees at their respective institutions, having obtained specialized training in Caribbean issues.

Entry Requirements (MSc Politics and International Cooperation) - MPIC

The programme is restricted to a limited number of participants who are selected based on their applications and their eligibility according to criteria set out below and as indicated in the Faculty of Social Sciences **Undergraduate Handbook**.

Bearing in mind that there is NO DIRECT ENTRY AT THE GRADUATE LEVEL, the minimum requirements for consideration at the undergraduate level are:

- Good performance in CAPE or A' Level examination in French
- First year registration for FREN1001 and FREN1002
- GOVT1000 and, if at all possible, GOVT1008
- A GPA for the first year of 2.5 and above.

Applications are invited from students in their first year of studies at UWI at Cave Hill, Mona and St. Augustine or, exceptionally, in their second year who are proficient in the French language and are also performing well in relevant Social Science disciplines. Applications are directed to the Head, Department of Government or the Head, Department of Modern Languages, UWI, Mona and should be submitted during the month of April of the students' first academic year. The final selections are made based on the academic performance of the students and interviews conducted with them. Further information
concerning eligibility, the nature of the selection process or the content of this programme can be obtained from Dr. Jessica Byron, UWI Coordinator for the Bordeaux/UAG/UWI programme and from the Main Office of the Department of Government.

Duration of programme: Five (5) years

Programme Structure:

<u>Taught Courses Only; No Research Paper/Project</u>

The programme is jointly taught by the three participating institutions. Students spend their first year in their home institutions, their second year in Bordeaux, the third year in Martinique, the fourth year in Bordeaux and the fifth and final graduate year at the UWI Mona.

In their fifth and final year at UWI Mona, MPIC Students are required to take **eight (8) 3-credit graduate courses** (four courses or 12 credits in each semester) for a **total of 24 credits**. **Students have primary access to courses offered in the Department of Government** but may take up to **three courses (9 credits) outside of the Department**. Registration for such courses will require the prior approval of the departments and institutes concerned and will depend on the student's ability to meet any prerequisite and or special financial stipulations that may exist for such courses.

Enrollment Option: Full Time

Department of Government Offerings for Year Five of the MPIC Degree.

Four (4) courses to be selected in each semester ***(Please check online SAS or with the Department to confirm Semester in which courses are offered:***

Courses (Core)

Course Code	Course Name	No. of Credits
GOVT 6064	Theories and Issues in Contemporary International Relations	3
GOVT 6069	The World Trading System	3
GOVT6072	International Political Economy	3
GOVT 6076	Quantitative Research Methods	3
GOVT 6078	Caribbean Political Systems I	3
GOVT 6083	Democracy and Democratization	3
GOVT 6116	Principles and Practices of E-Governance	3
GOVT 6180	Theories and Concepts in Global Security	3
GOVT 6094	United States Foreign Policy	3
GOVT 6066	The Law and Politics of the Sea	3
GOVT 6067	Government and Politics of Latin America	3
GOVT 6070	Regionalism in a Globalized World	3
GOVT 6095	Methods and Models of Transitional Justice	3
GOVT 6177	Analysis of Political Opinion and the Media	3
GOVT 6073	International Economic Law	3
GOVT 6074	Global Political Economy and Climate Change	3
GOVT 6077	Qualitative Research Methods	3
GOVT 6079	Caribbean Political Systems II	3

TOTAL NUMBER OF CREDITS FOR DEGREE 24

Course Description

GOVT 6064: Theories and Issues in Contemporary International Relations

This course provides a survey of the major theoretical areas and debates in International Relations. It is a compulsory course for all graduate students specializing in International Relations, as it provides a theoretical foundation for most of your optional courses and especially for the Research Paper component of your MSc programme. Many amongst you have already been introduced to International Relations theory at the undergraduate level. In this course you will come to a deeper realization of the fundamental importance of theory in shaping our

worldviews, our analysis and understanding of issues and how theoretical views of the international sphere have influenced the codes and institutions that regulate and manage international affairs. Theory is indispensable if you wish to develop more than a very superficial grasp of international and domestic events.

G0VT6069: The World Trading System

***Course Description*:** The conclusion of the Uruguay Round of international trade negotiation resulted in the creation of the World Trade Organisation (WTO), which came into existence in 1995. With a present membership of 153 Members, the WTO is the principal multilateral organization responsible for the regulation of international trade. The objective of the WTO rules based system is the promotion and expansion of international trade and the primary goal is liberalized and predictable trade, thus the benefits to be derived are based on knowledge and understanding of the rules.

The course provides students with an introduction to the WTO and an overview of its rules based structure, core principles and obligations and agreements. Throughout, the rules and principles of the WTO and their operation, will be discussed/analysed in their economic and political contexts – emphasizing both law and policy issues. This course is not intended to be exhaustive in scope and is beneficial for those interested in the role of international organizations in the regulation of international economic relations, and the implications of this for developing countries.

GOVT 6072: International Political Economy

Course Description: The central aim of this course is to deepen knowledge in historically-informed IPE that incorporates materialist and ideational aspects. Students will be introduced to the different theoretical perspectives in IPE and their historical origins – from classical political economy to the core concerns of IPE. In addition to the mainstream theories, we shall be examining other issues that now come under the scope of IPE -New Growth Theories and climate change. The course provides students with the necessary tools to analyze the international community's evolution by examining not only IPE's historical development, but also the critical phases and processes in the making of our world order, especially in the post-War period (production, trade, labor and finance). Of particular importance are two areas of current relevance; namely, the financial crises and climate governance. We will be applying the various IPE perspectives to changing realities in the world order to evaluate their respective strengths and limitations.

GOVT 6076: Quantitative Research Methods

Course Description: This course is a weekly seminar in research methods with emphasis on bivariate and multivariate techniques for analysing quantitative social science data. The seminar is intended to help graduate students develop a sophisticated understanding of the conceptual foundations of research design, measurement strategies, and bivariate/multivariate statistical analysis of data in the social policy sciences. Primary emphasis will be placed on developing an understanding of the logic of inquiry and appropriate research strategies rather than on extensive manipulation on mathematical formulas. A basis competence in algebra should be sufficient to grasp the mathematical aspects of the course. The theoretical sophistication, research skills, and statistical knowledge acquired from this should enable the student to better comprehend technical literatures in professional journals and will help with basic tools with which to design and execute research projects. Wherever possible, you should try to apply some of the methods you

learn in this course to other Government Department courses, research papers, and Theses.

GOVT 6078: Caribbean Political Systems I

Course Description: This course explores the development of politics in the Caribbean around decolonization and independence. We will assess the politics of the region in terms of the character of the contemporary Caribbean state as an offshoot of its colonial predecessor. Methodologically, this will be approached through the lens of "Caribbean political science." We will examine the theories which have emerged about the politics of the Caribbean with a view to appreciating their continued relevance to apprehending the political life of the region.

GOVT 6081: Democracy I

Course Description: This course explores the meaning and practice of democracy in the context of democratic theory from liberalism to grassroots democracy. It explores the development of democracy and the state from a gendered and classed perspective. It looks at the problems of democracy in terms of elite and mass control; the state as a product of patriarchy and women's role in democratization; the relationship between the state and models of development. The course considers processes of democratization which emerged in the 20th century (the Third Wave) and the challenges associated with it. It looks at prospects for democracy in the 21st century, in the period of neoliberal globalization and current trends toward deepening democracy.

GOVT 6116: Principles and Practices of E-Governance

Information and Communication Technologies (ICTs) have transformed the configuration of governance in many parts of the world. For many, these technologies have become indispensable tools for government modernization and reform. In the Caribbean for example, this is evidenced by the migration of many government services to the Internet, the use of new ICTs by citizens and civil society groups to influence public policy, in addition to several modernization exercises which have been undertaken in the last decade to make government agencies more efficient, transparent, accountable and responsive to the needs of citizens. While several such examples exist, we still need to explore the ways in which the use of ICTs impact governance and analyse the mechanisms that drive such impacts. This course will seek to address these broad issues.

GOVT 6180: Theories and Concepts in Global Security

Course Description: This course is designed to give students an understanding of the origin and evolution of security as well as to provide the theories and debates within security studies which can be used as a framework for analysing issues in international politics. In tracing the development of security studies, the course will seek to demonstrate the widening and deepening of the concept of security, which at the core will determine how it is being interpreted and studied. The scope of the course's content captures traditional notions of state security as well as the unorthodox theories of security which have emerged in the post-Cold War era. It will focus on the offensive and defensive realist perspective on anarchy, the security dilemma, arms race, and offensive-defensive theory. The unorthodox theories of security focuses on the Copenhagen School (Securitization Theory), Social Constructivism, Critical Security Studies, Feminist Security Studies, Post-structural Security Studies and Human Security. It concludes with an important security threat affecting the Caribbean – drug trafficking – and explores the impact of globalisation on this problem.

GOVT 6094: United States Foreign Policy

Course Description: The class is a research-intensive seminar. It is designed to be a comprehensive review of some of the most important challenges facing United States foreign policy and the most significant scholarly research into the subject. It allows in-depth discussions on controversial subjects. It also seeks to examine some of the recurring themes and tensions in US foreign policy. It requires each participant to examine a particular topic of interest. In assessing US Foreign Policy seminar participants will assess the literature on the US of military force in foreign policy; the determinants of US Foreign assistance; public opinion and US foreign policy; the goals of US foreign policy.

GOVT6066: The Law and Politics of the Sea

Course Description: This course will examine the rules of international law pertaining to the sea. Emphasis will be placed on the development of the law of the sea in the post-World War II period, and, in particular on the new rules on the law of the sea which have emerged out of negotiations at the first and second Geneva Conferences on the Law of the Sea and the Third United Nations Conference on the Law of the Sea. Although attention will be paid to technical rules in areas such as access to natural resources and navigational rights for States, the focus will be placed on the different political and economic interests which underpin current rules and principles. The course will also examine the interplay between issues of development, hegemony, geography and geopolitics in the evolution of the prevailing legal rules. The relationship between the various Law of the Sea treaties and customary international law shall also be emphasized.

GOVT6067: Government and Politics of Selected Regions: Latin America

Course Description: This course will explore the political development and the international relations of selected regions in Latin America. The major objective of the course is to allow students to gain a deeper understanding of Latin America. It also seeks to analyze the forces of change which are shaping new directions in Caribbean-Latin American relationships. Particular case studies for analysis will be drawn from Venezuela, Argentina, Brazil, and Chile. The course will take a seminar format and there will be a series of introductory lectures.

GOVT6070: Regionalism in a Globalized Age

Course Description: This course will explore the several dimensions of regionalism in the current era of economic globalization and compare the evolution of regional cooperation in a number of studies. The case studies include the European Union, the Trans-Pacific Partnership, the Caribbean Community, and sub-regional arrangements within the Organization of American States.

GOVT6095: Methods & Models of Transitional Justice

Course Description: This course is intended to be a critical examination of the recently flourishing sub-field of transitional justice. Transitional justice is the conception of justice primarily concerned with developing ways of dealing with perpetrators as well as victims of a

previous authoritarian regime. In effect it is how a society responds to prior injustice and human rights violations in a way that seeks not to repeat them. This course will therefore examine the meanings, nature, causes and approaches to transitional justice.

It will be primarily concerned with the mechanisms of human rights regimes and the role of truth commissions, reparations and restitution in transitional justice. The course will be primarily an examination of some of the societies who have made the transition from authoritarian rule and towards democracy. The countries will be drawn from Latin America, Africa and Europe. The major cases to be examined will be Argentina, Chile,

Rwanda, South Africa, and Eastern Europe. As a major requirement of this course, students will have to design a transitional country model.

GOVT6177: Analysis of Political Opinion and Media

Course Description: This course examines the major theories and methods applied by political scientists in studying public opinion and mass media. It focuses on the communicative, symbolic and subjective aspects of human interaction in politics, with particular attention to issues that lie at the intersection of public opinion, electronic and print media, and democratic governance. A broadly interdisciplinary perspective is taken, drawing from politically-relevant theories and empirical research techniques in the adjacent disciplines of communication, linguistics, public relations, consumer marketing, sociology, psychology and anthropology. The course is particularly recommended for students who are considering politically-oriented careers related to public relations, public opinion polling, marketing research, political consulting, campaign management, and television and newspaper journalism.

GOVT 6073: International Economic Law

Course Description: The course focuses on three main branches of international economic law (IEL), namely international development law, international monetary law, and international trade law. It introduces students to the legal principles which underpin IEL, and the institutional framework that govern these three branches of international economic law. It also assesses the flexibilities available to developing countries in the conduct of international economic relations, and examines how developing countries have influenced and have been impacted by international economic law.

Students will develop an appreciation of substantives issues relating to economic sovereignty and the economic jurisdiction of States and will explore these and other related concepts and principles through Case Studies drawn from contemporary international economic relations. Students will also undertake a detailed assessment of the law and policies of the International Monetary Fund (IMF), the World Bank (IBRD) and the World Trade Organisation (WTO), and the role of these institutions in advancing normative solutions to the changing dynamics of international economic relations.

Students should note that although the Course focuses on legal issues, consideration of the economic and political dimensions will be addressed.

GOVT6074: Global Political Economy and Climate Change

Course Description: This course explores key concepts, theoretical underpinnings, issues, challenges and debates within climate change as a phenomenon, being investigated and explored through the lens of Global Political Economy (GPE). Climate change mitigation and adaptation as well as climate resilient development themes, such as vulnerability, risk and resilience are examined in the intersect between climate change and disaster risk reduction. There are economic, financial and development implications posed by climate change across varied regional and national contexts.

Students are introduced to the complexities created by climate change and how the international community has responded to this poignant global public policy and development issue.

There are 'existential' threats for small island developing states, hence the course also examines how small island developing states have responded in terms of their domestic policy to the international challenges raised by climate change and associated concerns for their sustainable development.

Using various interdisciplinary perspectives students will be able to analyse and evaluate the mechanisms and fundamental underpinnings of climate change and related dilemmas connected to sustainable development especially for small island developing states (SIDs).

GOVT 6077: Qualitative Research Methods

Course Description: A complement to GOVT6076/GT66A (Quantitative Research Methods), this course provides training in philosophies and methods of qualitative inquiry in the social sciences, with particular emphasis on techniques employed by political scientists in studying the historical, cultural, textual, symbolic, subjective, mediated, propagandistic, and rhetorical aspects of political life. Weekly lectures, assigned readings, student projects, and lab exercises are used to explore both the major theoretical perspectives that underlie qualitative political analysis, and some of the commonly-used methods that are used for collecting and interpreting qualitative materials. The skills that you acquire from this course should enable you to better comprehend related literatures in professional journals, and will equip you with tools with which to design and execute your own qualitatively-oriented projects. Wherever possible, you should try to apply some of the approaches you learn in this course to other courses, research papers, and/or theses.

GOVT 6079: Caribbean Political Systems II

Course Description: The Caribbean and Latin America are tied by common histories of colonialism, racialism and North American domination. The Caribbean and Latin America are also interconnected as spaces from which to consider the nature of power through the experiences of the descendants of Africans enslaved in the West. This course explores contemporary political issues in the region which emerge out of that history and experience. It is interested in the ways in which politics are internally constituted as a means through which to reconfigure colonial legacies and the impact of this politics on the independence of the region. We will focus on the terrains of contestation based on demands for rights and representation by the poor, dispossessed and marginalized, especially as is shaped by race, class and gender.

In our examination of Latin America, emphasis is placed on the contours of democracy produced by the rise of the Left against the background of a traditional view of it as undemocratic and in terms of the possibilities for emerging out of American domination. Critical questions to be posed are whether democracy is radicalized in the politics of the Left and what are its limitations? We will also place emphasis on the Afro-Latin and indigenous experiences and their

contributions to democratization. In the case of the Anglophone Caribbean we will examine the ways in which politics has been shaped by the international environment and specifically at this juncture, the dominance of neoliberalism where the politics of the Left is "left behind" and through changes in internal power structures since independence, evidenced for instance in the collapses of creole and black nationalism

Department Contact Information:

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Programme Coordinator: Dr. Jessica Byron/Dr. Omar Hawthorne

MPhil Government

Programme Structure:

Entry Requirements

Students are expected to have at least a strong Second Class Honours (Upper Division) in Government, Public Administration, Public Sector Management, Political Science, International relations or related field and have shown a strong proficiency for research. Applicants are required to submit a research proposal along with their application which should be completed and submitted online via the Office of Graduate Studies & Research website at http://www.uwimona.edu/postgrad.

The Department has a policy of accepting very few candidates based on its human and financial resource constraints. Candidates are admitted only if we have the supervisory capacity and if we can provide adequate support for the student's research programme. This is in order to facilitate a sound throughput rate.

Taught Courses

Candidates are required to undertake 6 credits of coursework before embarking on their thesis, but may be asked to do additional courses. In cases where a candidate has successfully completed any of the following core courses in another graduate programme, alternate courses at the graduate level should be selected, but candidates must seek permission/approval from the Department.

Research Seminars

Students enrolled in the MPhil degree must satisfactorily complete at least two (2) research seminars, to be convened by the relevant Head of Department prior to submission of the MPhil thesis. Assessments of students' seminars are included in their Progress Reports to be submitted by the candidate's supervisor *(see Regulation 73: Regulations for Graduate Diplomas and*

Degrees).

Candidates must register for these seminars in the appropriate semester when their presentations are scheduled. The correct seminar registration codes should be applied. Further information on the relevant research seminar codes can be sourced from the Office of Graduate Studies & Research.

Enrollment Option: Part-Time and Full Time

Course Code	Course Name	No. of Credits
GOVT6076	Quantitative Research Methods	3
GOVT6077	Qualitative Research Methods	3
GOVT6178	Research Development Seminar for MPhil/PhD students	3

TOTAL NUMBER OF CREDITS FOR DEGREE 6

Course Description

GOVT 6076: Quantitative Research Methods

This course is a weekly seminar in research methods with emphasis on bivariate and multivariate techniques for analysing quantitative social science data. The seminar is intended to help graduate students develop a sophisticated understanding of the conceptual foundations of research design, measurement strategies, and bivariate/multivariate statistical

Analysis of data in the social policy sciences. Primary emphasis will be placed on developing an understanding of the logic of inquiry and appropriate research strategies rather than on extensive manipulation on mathematical formulas. A basis competence in algebra should be sufficient to grasp the mathematical aspects of the course. The theoretical sophistication, research skills, and statistical knowledge acquired from this should enable the student to better comprehend technical literatures in professional journals and will help with basic tools with which to design and execute research projects. Wherever possible, you should try to apply some of the methods you learn in this course to other Government Department courses, research papers, and theses.

GOVT 6077: Qualitative Research Methods

A complement to GOVT6076/GT66A (Quantitative Research Methods), this course provides training in philosophies and methods of qualitative inquiry in the social sciences, with particular emphasis on techniques employed by political scientists in studying the historical,cultural, textual, symbolic, subjective, mediated, propagandistic, and rhetorical aspects of political life. Weekly lectures, assigned readings, student projects, and lab exercises are used to explore both the major theoretical perspectives that underlie qualitative political analysis, and some of the commonly-used methods that are used for collecting and interpreting qualitative materials. The

skills that you acquire from this course should enable you to better comprehend related literatures in professional journals, and will equip you with tools with which to design and execute your own qualitatively-oriented projects. Wherever possible, you should try to apply some of the approaches you learn in this course to other courses, research papers, and/or theses.

GOVT 6178: **Research Development Seminar for MPhil/PhD students**

This course is a weekly seminar on research development for Government Department MPhil/PhD students, focused on the practical objective of modifying and refining the graduate research proposals to acceptable professional quality. It is designed to assist in the expeditious development of graduate research projects toward completion, guiding students through a progressive series of exercises and joint discussions in concept and hypothesis development, archival and data access, and appropriate qualitative and quantitative methods choices. This is accomplished via student presentations of the work-in-progress, seminar discussion/critique, assigned exercises, and directed readings. The seminar is structured so as to begin with a "first colloquium" at which students' initial research proposals are presented and critiqued by others. This is followed by a series of weekly thesis development discussions and exercises, related to successive aspects of the research and write-up process. The course culminates with a "final colloquium" organized by the participating students, in which they exercise their organization skills and present their research ideas and plans as they have matured over the course of the semester.

Programme Coordinator: Dr. Sonia Gatchair

PhD Government

Enrollment Option: Part-Time and Full-Time

Course Code	Course Name	No. of Credits
GOVT6076	Quantitative Research Methods	3
GOVT6077	Qualitative Research Methods	3
GOVT6178	Research Development Seminar for MPhil/PhD students	3

TOTAL NUMBER OF CREDITS FOR DEGREE 9

GOVT 6076: Quantitative Research Methods (3 credits)

This course is a weekly seminar in research methods with emphasis on bivariate and multivariate techniques for analysing quantitative social science data. The seminar is intended to help graduate students develop a sophisticated understanding of the conceptual foundations of research design, measurement strategies, and bivariate/multivariate statistical

Analysis of data in the social policy sciences. Primary emphasis will be placed on developing an understanding of the logic of inquiry and appropriate research strategies rather than on extensive manipulation on mathematical formulas. A basis competence in algebra should be sufficient to grasp the mathematical aspects of the course. The theoretical sophistication, research skills, and statistical knowledge acquired from this should enable the student to better comprehend technical literatures in professional journals and will help with basic tools with which to design and execute research projects. Wherever possible, you should try to apply some of the methods you learn in this course to other Government Department courses, research papers, and theses.

GOVT 6077: Qualitative Research Methods (3 credits)

A complement to GOVT6076 (Quantitative Research Methods), this course provides training in philosophies and methods of qualitative inquiry in the social sciences, with particular emphasis on techniques employed by political scientists in studying the historical, cultural, textual, symbolic, subjective, mediated, propagandistic, and rhetorical aspects of political life. Weekly lectures, assigned readings, student projects, and lab exercises are used to explore both the major theoretical perspectives that underlie qualitative political analysis, and some of the commonly-used methods that are used for collecting and interpreting qualitative materials. The skills that you acquire from this course should enable you to better comprehend related literatures in professional journals, and will equip you with tools with which to design and execute your own qualitatively-oriented projects. Wherever possible, you should try to apply some of the approaches you learn in this course to other courses, research papers, and/or theses.

GOVT 6178: Research Development Seminar for MPhil/PhD students (3 credits)

This course is a weekly seminar on research development for Government Department MPhil/PhD students, focused on the practical objective of modifying and refining the graduate research proposals to acceptable professional quality. It is designed to assist in the expeditious development of graduate research projects toward completion, guiding students through a progressive series of exercises and joint discussions in concept and hypothesis development, archival and data access, and appropriate qualitative and quantitative methods choices. This is accomplished via student presentations of the work-in-progress, seminar discussion/critique, assigned exercises, and directed readings. The seminar is structured so as to begin with a “first colloquium” at which students’ initial research proposals are presented and critiqued by others. This is followed by a series of weekly thesis development discussions and exercises, related to successive aspects of the research and write-up process. The course culminates with a “final colloquium” organized by the participating students, in which they exercise their organization skills and present their research ideas and plans as they have matured over the course of the semester.

Programme Coordinator: Dr. Sonia Gatchair

INTERNSHIP OPPORTUNITIES

The Department of Government seeks to offer a small number of internship opportunities to graduate students who are interested in pursuing such activities. These internships are subject to availability in any given year. Most are tenable in public sector agencies and institutions. They

may include research attachments to the Jamaican Parliament (The Parliamentary Internship), civil service internships, attachments to regional or international organizations or NGOs. Internship opportunities are advertised and selections are made based on the eligibility criteria that are published.

MONA SCHOOL OF BUSINESS AND MANAGEMENT

Executive Director: Dr. David McBean

The Mona School of Business and Management offers the following Graduate Programmes:

MSc Accounting
MSc Computer –Based Management Information Systems
MSc National Security and Strategic Studies
MSc Tourism and Hospitality Management
MSc Taxation
MSc/Diploma Sports Business Management
Doctor of Business Administration
Executive Masters in Business Administration
Masters in Business Administration
MSc Telecommunication Policy and Management
Masters in Business Management
Diploma in Business Administration
MSc Enterprise Risk Management

MSc Accounting

Academic Director: Mr. Michael Williams

Programme offering: Part-Time and Full-Time

Programme Objectives

The programme is committed to producing accounting graduates at the masters level with well developed analytical and technical capabilities, intellectually adaptive though processes and an orientation toward life long learning, enabling them to become effective accounting and management practitioners and researchers.

Entry Requirements

All candidates should have an undergraduate degree. Candidates should have an examination mark of 50 or more in the following courses or equivalent courses.

Introduction to Financial Accounting
Introduction to Cost & Management Accounting
Introduction to Microeconomics
Introductory Statistics or Calculus 1 for Business & Social Sciences
Mathematics for the Social Sciences
Financial Accounting I

Financial Accounting II
Management Accounting I
Management Accounting II
Business Law
Company Law
Auditing I
Taxation I
Financial Management I
Computer Applications

Duration of programme

Full Time: ***18 Months*** (Final teaching term ends in December and final examinations are held in January)

Part-Time: ***Two Years***

Programme Structure

The MSc Accounting programme is offered on a part-time and a full time basis. The programme consists of 12 courses; the courses are the same for the full time and part-time programme. The full time programme is 18 months (3 semesters). The part-time programme is 24 months, 6 semesters with two courses per semester, (2 evenings per week from 5:00 p.m. to 9:00 p.m.) including summer.

MSc Accounting full-time

Year 1 Semester 1

Course Code	Course Name	No. of Credits	Course Weighting
ACCT 6101	Accounting and Related Theory	4	60% Exam 40% Coursework
ACCT 6103	Advanced Financial Reporting	4	75% Exam 25% Coursework
MGMT 6118	Legal Environment of Business	4	50% Exam 50% Coursework
ACCT6106	Advanced Taxation	4	100% Exam

Year 1 Semester 2

Course Code	Course Name	No. of Credits	Course Weighting
ACCT 6102	Advanced Financial Accounting	4	60% Exam 40% Coursework
MGMT 6116	Corporate Finance	4	60% Exam 40% Coursework
MGMT 6117	Financial Markets and Investment	4	70% Exam 30% Coursework

ACCT 6105	Advanced Management Accounting	4	60% Exam 40% Coursework

Year 2 Semester 1

Course Code	Course Name	No. of Credits	Course Weighting
ACCT 6104	Advanced Auditing	4	60% Exam 40%Coursework
MGMT 6115	Corporate Environment and Strategy	4	70% Exam 30% Coursework
MGMT 6110	Management Information Systems	4	70% Exam 30% Coursework
MGMT 6010	Research Project	1	100%

MSc Accounting (Part-time)
Year 1 Semester 1

Course Code	Course Name	No. of Credits	Course Weighting
ACCT 6101	Accounting and Related Theory	4	60% Exam 40% Coursework
MGMT 6118	Legal Environment of Business	4	50% Exam 50% Coursework

Year 1 Semester 2

Course Code	Course Name	No. of Credits	Course Weighting
ACCT 6103	Advanced Taxation Reporting	4	60% Exam 40% Coursework
ACCT 6106	Advanced Taxation	4	100% Exam

Year 1 Semester 3

Course Code	Course Name	No. of Credits	Course Weighting
ACCT 6105	Advanced Management Accounting	4	60% Exam 40% Coursework
ACCT 6102	Advanced Financial Accounting	4	60% Exam 40% Coursework

Year 2 Semester 1

Course	Course Name	No. of	Course

Code		Credits	Weighting
MGMT 6116	Corporate Finance	4	60% Exam 40% Coursework
MGMT 6117	Financial Markets and Investment	4	60% Exam 40% Coursework

Year 1 Semester 1

Course Code	Course Name	No. of Credits	Course Weighting
ACCT 6104	Advanced Auditing	4	60% Exam 40% Coursework
MGMT 6100	Management Information Systems	4	70% Exam 30% Coursework

Year 2 Semester 3

Course Code	Course Name	No. of Credits	Course Weighting
MGMT 6115	Corporate Environment and Strategy	4	70% Exam 30% Coursework
MGMT 6010	Research Project	1	100%

ACCT6101 – Accounting Research & Related Theory

The course seeks to develop and transmit knowledge about research methodologies for postgraduate study in the social sciences and related disciplines, and to encourage critical thinking as a foundation for subsequent study, employment, and personal development. Specific competencies to be developed include quantitative, problem-solving, written and oral communication, information technology, and lifelong learning skills. The course is designed to introduce students to the elements of social research, both quantitative and qualitative, and demonstrate its relevance to the business community.
After taking this course the student should be able to (i) conduct research in their chosen field where the research design is internally consistent and based on a theoretical framework, (ii) understand the nature of methodologies, methods, and processes for the purpose of undertaking research in accounting and related areas, and (iii) develop specific skills for the purpose of conducting a small, independent, original, quality research at the graduate (Masters) level.

ACCT6102 – Advanced Financial Accounting

This course seeks to provide further study of advanced aspects of financial accounting. Emphasis will be placed on the application of the financial accounting concepts and standards examined in intermediate and advanced accounting at the under-graduate level, on accounting for limited liability companies, specialized industries, accounting for groups and the interpretation of financial statements. The course will also include a practical aimed at giving students an understanding of how accounting software may be used in the preparation of a company's financial statements.

ACCT6103 – Advanced Financial Reporting

This course examines current issues and theoretical models which may be used to evaluate and guide the development of financial reporting in the Caribbean. Emphasis is given to the role of financial reporting in development, social accounting and environmental reporting, financial reporting and capital markets, and international financial reporting. This course will provide students with a thorough understanding of the regulatory environment of financial reporting and inadequacies of financial reports**.**

ACCT6104 – Advanced Auditing

This course builds on the fundamentals of auditing theory and practice. It covers the management of the audit process including quality control of audits and some special industry audits. Other areas such as internal audit and forensic accounting will also be covered. The professional *Code of Ethics* of the Institute of Chartered Accountants of Jamaica is also revisited. Throughout the course emphasis will be placed on current issues and problems in auditing and research done on these issues and, in particular, how these issues impact on the accounting profession in Jamaica.

It is a requirement of this course that all full-time students participate in an internship program to obtain practical experience in auditing***. The internship runs for a minimum of four weeks and*** **usually** ***takes place immediately after the May examinations.***

ACCT6105 – Advanced Management Accounting

This course seeks to provide, primarily through cases and readings an understanding of the conceptual and practical issues relevant to the design and use of contemporary cost management and management control systems in the context of technological change and intense global competition. In the first section of this course, the design and use of cost management systems for process management and as strategic decision-support systems will be explored. The analysis and application of accounting information provided by these systems is extended to specific industries such as manufacturing, health care and banking. Business process reengineering, as an effective long-term cost management tool, is also examined. In the second section of the course, current issues in management control are reviewed, in particular, the design and use of contemporary performance measurement and reporting systems. Behavioral and organizational issues relevant to the implementation and use of these systems are also addressed.

ACCT6106– Advanced Taxation

The course examines advanced issues and applications in personal and corporate taxation for Jamaica and the Caribbean; tax planning; and tax administration. The course also reviews other taxation regimes such as General Consumption Taxes, Property Tax, Stamp Duty, and Transfer Tax.

MGMT6115 – Corporate Environment & Strategy

The Corporate Environment and Strategy Course is designed to provide graduate students in

accounting with an appreciation of the strategic challenges confronting Caribbean based organisations. An appreciation of these challenges is obviously critical in order for the Accounting Specialist to play a critical role in the development and execution of organisational strategy. In an effort to assess these strategic challenges, the course will operate at three levels of analysis:

1. National
2. Industry, and
3. The Firm

In this regard the course of study will be divided into three modules. The first module, taking a national macro level of analysis, will examine issues relating to the management of national economies and the challenges facing developing country nation-states, with a particular focus on the nations of the Caribbean region. The second module will focus on the strategic challenges confronting industries, and the final module will examine the strategy development process at the level of the firm.

MGMT6116 – Corporate Finance

The main objective of this course is to provide an understanding of financial decision making and financial theory from the point of view of corporate financial managers in competitive financial markets. This course presents the corporation as a collection of projects, each of which contributes to the firm's cash flows, and hence, the value of the firm. It aims to provide a framework, concepts, and tools for analyzing corporate finance problems and issues, based on fundamental principles of modern financial theory, with an understanding of application to "real world" scenarios. The approach is rigorous and analytical. This type of analysis enables the financial manager to identify and solve management problems related to the financial operations of businesses. Specific competencies to be developed include quantitative, problem-solving, written and oral communication, information technology, and lifelong learning skills.

MGMT6117– Financial Markets and Investments

This course will examine the investing environment from the perspective of the investor (both individual and institutional). We will look at how financial markets operate, the appropriateness of the financial products, the pricing on those products and the determination of and influence of risk in the pricing determination. We will also look briefly at the secondary and derivative markets.

MGMT6118– Legal Environment of Business

This course will be presented in six modules. It begins by building on foundational aspects of law – the nature of the legal system and its importance to the business environment. The second module will begin by introducing students to the general nature and purpose of business regulation and an overview of various regulated sectors. It will then focus on some domains that attract regulation, identifying the specific risks/hazards which justify their regulation and the legal contours of the regulatory environment for each domain and how businesses are affected. Module 3 examines and reviews the legal principles in Jamaica's insolvency law and also assesses the position of secured creditors upon insolvency. The fourth module presents an overview of legal liability which may arise for players in the business environment. It looks at contractual and tortious liability, the increasingly important subject of the liability of directors,

criminal liability for companies and professional negligence with a focus on the accounting profession. The next module examines the law relating to intellectual property and raises the moral, ethical and pragmatic issues surrounding the legal principles in this area. Finally, students will be exposed to topical issues in corporate governance and corporate responsibility and how the law reflects the developing policies in this area.

MGMT6100 – Management Information Systems

This course seeks to expose accounting students to the fundamentals underlying the design, implementation, control, evaluation, and strategic use of modern, computer-based Information Systems (IS) in their discipline.
Today's organizations are increasingly dependent on Information Technology (IT) for achieving their business goals. Many organizations rely on IT to help them compete in new ways. Organizations need workers who are comfortable with IT concepts, knowledgeable about IT applications, and capable of applying IT to all organizational areas including accounting, finance, human resources, marketing, sales and customer support, and manufacturing.

MGMT6010 – Research Project

This requirement of the M.Sc. degree is designed to explore methodological issues and applied research on issues critical to improving the practice of accounting and financial management in the Caribbean region.

Additional Information/Notes:

In order to pass the course work or final examination a graduate student must receive a mark of 50% or more out of 100%. **In order to pass a course you must pass both the course work and the final examination**. You must do over the section of the course (course work or final examination) you failed. If you fail both sections you must do over the entire course (course work and final examination). The following symbols are used to communicate examination results:

P – Pass
FC – Fail Course Work
FE – Fail Examination
F – Fail Examination and Course Work

Students who fail a course twice normally are asked to withdraw from the programme. However, if the Department is aware of extenuating circumstances why a student should be given a 3rd attempt at an examination, a recommendation will be made to the Office of Graduate Studies and Research for approval of the Board for Graduate Studies and Research
A graduate student, who is required to do an undergraduate course, must obtain a mark of 50% or more out of 100% in order to receive a passing grade.

Department Contact Information:

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Programme Coordinator: Lola Hyde

MSc Computer Based Management Information Systems

The objectives of the programme are:

- To meet the demand for the management of information.
- To educate a new generation of Information Systems Analysts and Managers who will spearhead the thrust by Jamaican firms to establish a sustainable competitive position in the critically important information service sector

Entry Requirements

- The CBMIS is open to candidates with Bachelor's degrees in any field. However, the programme is designed for students with Bachelor's degrees in Computer Sciences or Management Studies. All applicants must meet the academic requirements of a master's degree at the University of the West Indies.
- Candidates are required to have at least two years work experience. However, candidates with at least a strong upper second class honours degree may be accepted without this work experience.

Duration of programme:
Two years part-time

Management Courses

MS60Q: Information Systems in Organizations

This course establishes a foundation for understanding and analysing information in organizations, and its role in creating strategic advantage in companies. It examines the factors which underlie the evolution of Information Technology with the rapid convergence of voice, text, graphics and video technologies with traditional technologies for data processing. The goal is to introduce students to some of the basic concepts and current developments in IT and to examine successful applications of IT to business problems in order to understand how to improve their awareness of the managerial issues raised by IT and its use in inspiring organizational effectiveness.

MS61R: Organizational Theory and Behaviour

This course introduces the basic concepts in social psychology relevant to the study and understanding of individual and group behaviour in an organizational setting. It shows the information system manager and analyst how interpersonal and structural variables influence job and task performance, individual and group productivity and their impact on the achievement of consistent quality in organizational outputs.

MS61S: Marketing

This course provides managers with an understanding of marketing concepts, methods and techniques and how these are used to achieve organizational goals. It examines the marketing mix and its application in planning and decision making in private and public enterprises. An emphasis is placed on the design an use of information systems for improving the efficiency and effectiveness of sales, distribution and marketing programmes.

MS61T: Finance

This course provides managers with the basic tools for efficiently using the financial resources of an organization and understanding the objectives of financial management. It focuses on the factors which govern the financial structure, cost of capital, market valuation, sourcing of short and long term funds and dividend, working capital policies of the firm and methods of capital budgeting. The course will also examine the use of financial databases.

MS62Q: Decision Models for Managers

This course examines how formal analytic tools and quantitative techniques are used for managerial decision making. It examines the application of statistical concepts and models to decision making under uncertainty and linear programming and simulation models under conditional or relatively more certainty. An emphasis is placed on the development of computer based decision aids for managers.

MS62T: International Business

The purpose of this course is to examine how international trade and competition affect competitive strategy. Students are provided with techniques for assessing when and how to enter foreign markets and how firms compete when they have no competitive advantage. In addition the course delves into the role and management of intermediaries (trading firms) as well as exploring how the interaction of firms and governments can affect the terms of international trade.

MS62R: Production and Operations Management

This course introduces managerial concepts and techniques that can be used to achieve flexibility, reliability, efficiency and total quality in operations. Specific attention is paid to the role of forecasting, systems design production planning and scheduling and materials management. The use of information systems in planning, design and control of manufacturing and service organizations is emphasized.

MS63T: Governance and Policies

The course will enable students to gain an understanding of IT Governance, policy frameworks and Corporate Governance and how to utilize these strategies to meet key objectives, manage risks, deliver value and measure performance in an organization. Students will also be introduced to the organizational interventions required to cultivate and sustain an effective, business-specific IT governance model which is an essential tool for deriving benefits and meeting business objectives.

MS63S: IT Project Management

The course introduces students to the defining characteristics of IT projects, a variety of project management techniques, the challenges involved in executing IT projects, how to recognize warning signs associated with failing projects and how best to avoid them. The course will also cover management issues associated with different alternatives for sourcing information systems and acquiring infrastructure components.

MS63R: Final Project

In lieu of a thesis, each participant in the programme will be required to undertake a project which will entail defining and developing a software system which has real potential for solving a practical problem of significance to managers. The system will require students to draw on their capacity to analyse business problems as well as on their ability to implement the software development tools, techniques and concepts learned throughout the programme.

Computer Science Courses

CS52Q: Software Engineering

This course examines some of the different approaches to software construction including object-oriented approaches, formal specification techniques, and prototyping. The various stages in the life cycle of a piece of software, and the tools available for supporting the activities taking place in the different stages of the life cycle, as projects, will be examined.

CS69X: Decision Support Systems

The course is divided into two sections. The first section will discuss organizational decision-making within a problem-solving framework and examine the role of computer-based models in supporting the various stages of the decision-making process. It presents an organizing framework for classifying various types of organizational problems. Then Simon's model is used to illustrate a normative approach to the problem-solving/decision- making process. The second section of the course discusses knowledge-based decision support systems, with a particular emphasis on Expert Systems. We introduce students to Expert Systems as they offer an alternative solution to solving problems for which traditional solutions do not exist. The different stages involved in the development of expert systems and their relevance to real world applications will be discussed.

CS69Y: E-Commerce

The purpose of this course is to provide students with a solid understanding of eCommerce principles, strategy and business application in order to enable them to identify opportunities and articulate strategies for employing eCommerce initiatives within their own organizations.

CS69Z: IT Economics

The primary aim of the course is to introduce students to the importance of financial considerations in making decisions related to software; both in firms that develop software and in firms that use software to help them better achieve their strategic objectives. It will provide students with an introduction to the fields of software economics and IT business value analysis,

and expose them to some of the tools that they can use to help firms make financially more responsible software related decisions.

CS54U: Data Warehousing and Mining

The primary goal of Data Mining and Data Warehousing are to integrate heterogeneous data stores into one large repository of data which can then be mined to discover patterns and trends which would otherwise go undetected. Because of this emphasis will be placed on the steps involved in building a Data Warehouse and the benefits they can provide to an organisation. Various Data Mining techniques will be studied, in terms of the algorithms used and the benefits they can provide to an organization

Department Contact Information

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MSc National Security & Strategic Studies

Programme Objectives

The Primary focus of the Masters in National Security and Strategic Studies is to provide professional graduate level academic training for students who are likely to occupy the most senior positions in the security sector agencies and allied organizations across the Caribbean, so that they may be better prepared to meet the challenges of their roles.
The Programme aims at providing a better understanding of:

- Agency roles and functions
- The domestic, regional and international settings of national security policy
- He concepts of military threats
- Issues of crime and violence
- Terrorism, particularly narco-terrorism
- Crises Management
- Military alliances
- “Third level” human rights as security concerns

- National policy and programme analysis

Entry Requirements

To gain entry to the programme, a candidate must have:

1. Held a position at mid-management level in the security forces, government or private security firm.

2. A Bachelor's degree from a recognized University at the level of lower second class or above

Special Admission

3. Senior military and Police officers who have successfully completed a senior staff course will with the recommendation of their superior be considered for admission.

Duration of programme:

One year full-time or Two years part-time.

Programme Structure:

Students will be required to complete all courses outlined in the Semesters given. Part-time students are required to complete 2 courses per semester.

Full-Time Year 1-Semester 1	**Full-Time Year 1-Semester 2**	**Full-Time Year 1-Semester 3**
1. NS60A - Management of Strategic Issues.	1. NS66A - International Relations and National Security Issues.	1. NS62A - Security and Defence Economics.
2. NS61A - External and Internal Threats to Hemispheric Security.	2. NS69A - Research Methods.	2. NS63A -National Security Policy and Programme Analysis.
3. NS65A - New Dimensions of Power and Security in the Caribbean.		3. NS64A -National Security Issues.
4. NS68A - Caribbean Security Perspective Deviance, Conflict and Social Management		4. NS67A - Contemporary Governance.
		5. NS70A - Research Paper (Year-long)

Part-Time
Year 1-Semester 1

1. NS65A - New Dimensions of Power and Security in the Caribbean.

2. NS68A - Caribbean Security Perspective - Deviance, Conflict & Social Management.

Part-Time
Year 1-Semester 2

1. NS69A - Research Methods.

Part-Time
Year 1-Semester 3

1. NS62A - Security and Defence Economics.

2. NS67A - Contemporary Governance.

Part-Time
Year 1-Semester 1

1. NS60A - Management of Strategic Issues.

2. NS61A - External and Internal Threats to Hemispheric Security.

Part-Time
Year 1-Semester 2

1. NS66A - International Relations and National Security.

Part-Time
Year 1-Semester 3

1. NS63A -National Security Policy and Programme Analysis.

2. NS64A -National Security Issues.

3. NS70A - Research Paper (Year long)

Courses

Course Code	**Course Name**	**No. of Credits**	**Course Weighting**
NS60A	Management of Strategic Issues	3	60% Exam 40% Coursework
NS61A	External and Internal Threats to Hemispheric Security	3	60% Exam 40% Coursework
NS62A	Security and Defense Economics	3	75% Exam 25% Coursework
NS63A	National Security Policy and Programme Analysis	3	60% Exam 40% Coursework
NS64A	National Security Issues	3	50% Exam 50% Coursework
NS65A	New Dimensions of Power and Security in the Caribbean	3	40% Exam 60% Coursework
NS66A	International Relations and National Security Issues	3	40% Exam 60% Coursework

NS67A	Contemporary Governance	3	50% Exam 50% Coursework
NS68A	Caribbean Security Perspective-Deviance, Conflict and Social Management	3	50% Exam 50% Coursework
NS69A	Research Methods	3	80% Exam 20% Coursework
NS70A	Research Paper (year long)	6	100%

NS60A- Management of Strategic Issues

Students will receive a sound understanding of strategic management in the security sector and will have the ability to employ strategic and critical thinking skills in their work environment.

NS61A-External and Internal Threats to Hemispheric Security

On the completion of this course students will be able to understand, analyze and disseminate intelligence on: terrorism, narco-terrorism, new crimes, social and political impact of security threats and the role of civil society in reducing crime and maintaining community safety.

NS62A- Security and Defense Economics

Students will be able to understand the economic process that underlie, in conjunction with political interaction, various national security and defense resource allocation decisions, from budget-making to procurement to expenditures.

NS63A-National Security Policy and Programme Analysis

The examination and analysis of how natural security policy is formulated and translated into the national security and defense budgets, programme priorities and force structures from it. The ability to analyze the development of national security policy and use analytical techniques to derive programmes and structures.

NS64A- National Security Issues

To provide a better understanding of the issues affecting the security forces in the Caribbean. The seminar examines the regional security problems and will seek to provide solutions through the research completed by the students.

NS65A-New Dimensions of Power and Security in the Caribbean

To present and analyze concepts and frameworks from making the complexity of domestic and regional politics and international relations clearer and more comprehensible. Much emphasis will be placed on the challenges to power politics and the state system.

NS66A – International Relations and National Security Issues
To provide sound understanding of aspects of international politics, foreign policy and international laws that most affect the operations in the National Security Sector.

NS67A- Contemporary Governance

This course deals with breaking issues in regional, hemispheric and global political economy and international relations. While historical antecedents are important to deal with the present and future breaking situations, it is also acknowledged that some issues are so new and different that they are unanticipated by path-dependent approaches.

NS68A- Caribbean Security Perspective-Deviance,, Conflict and Social Management

The course focuses on isolating, understanding and analyzing the various structural contexts that produce conflict, deviance, violence, and ultimately, divide societies. I also gives simultaneous attention to the peculiarities in those contexts that inevitably work to prevent or discourage peace.

NS69A-Research Methods

The principal purpose is to introduce students to the main issues in the philosophy of science and to foster a critical understanding of the main techniques of conducting social science research. The student will also be introduced to the basics of preparing a research paper.

NS70A – Research Paper

The thesis will be an opportunity to perform substantial analysis on a current security situation and to develop solutions.

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Programme email:
msc.nationalsecurity.uwimona.edu.jm

Programme Coordinator:
Dr. Trevor Smith

MSc Tourism & Hospitality Management

Specializations/Options:

- Tourism Management
- Hospitality Management

The objectives of the programme are:

- Develop and improve their analytical and research capacities through rigorous graduate level courses.
- Gain a thorough knowledge of the operating characteristics of the international and Caribbean tourism business.
- Appreciate the importance of the strategic approach in ensuring the long term sustainability of tourism in the Caribbean region.

- Understand the processes through which tourism and hospitality organizations become internationally competitive and thereby enhance the national standards of living and levels of development.
- Gain an in-depth knowledge of the functional activities of tourism and hospitality operations in an International and Caribbean context.
- Learn practical, efficient and professional methods of solving industry problems through a series of case study analyses with the guidance of academic staff and industry experts who will share a wealth of knowledge and experience with the students.
- Be exposed to the "psychology" of tourism and the dynamics affecting the Caribbean tourism worker due to socio-historical and cultural variables.
- Improve the understanding of the vital role of tourism in the context of the macro economic development of the whole Caribbean region

Entry Requirements:

Matriculants are normally expected to have the equivalent of at least an upper-second class honours degree in Tourism or Hospitality Management. Students will be accepted from other disciplines if they have more than one year's post graduate experience in a Tourism industry sector.

Mature Students

Managers and executives with over 10 years experience in the tourism and hospitality industry may be accepted to the programme. A first degree qualification will not be a compulsory entry requirement for such an applicant provided he/she has an equivalent professional qualification such as MHCIMA (Member of the Hotel & Catering International Management Association) – or CHA, (Certified Hotel Administrator awarded by the American Hotel & Motel Association).

Duration of programme:

Fifteen months full-time
Twenty-Seven months part-time

Programme Structure:

The programme carries 45 credit hours consisting of 11 three credit, 3 four credit and 1 not for credit courses. With the exception of the research course, there are 36 class room hours per course and an average of 12 hours per week. Full-time and part-time students attend the same classes.
In addition to taught class sessions, students will be exposed to periodic workshops and/or conferences based on topical, relevant and emerging issues as they impact on the industry.

Tourism Management (F/T)	**Hospitality Management (F/T)**	**Tourism Management (P/T)**	**Hospitality Management (P/T)**
Yr. 1-Sem. 1	**Yr. 1-Sem. 1**	**Yr. 1-Sem. 1**	**Yr. 1-Sem. 1**
1. Research & Quantitative Methods	1. Research & Quantitative Methods	1. Research & Quantitative Methods	1. Research & Quantitative Methods

2. Tourism Hospitality Marketing	2. Tourism Hospitality Marketing	2. Tourism Hospitality Marketing	2. Tourism Hospitality Marketing
3. Sociology of Tourism in the Caribbean	3. Sociology of Tourism in the Caribbean		
4. Quality Service & Operations Management	4. Quality Service & Operations Management		

Yr.1-Sem. 2	**Yr. 1-Sem. 2**	**Yr. 1-Sem. 2**	**Yr. 1-Sem. 2**
1. Human Resource Management & Industrial Relations	1. Human Resource Management & Industrial Relations	1. Human Resource Management & Industrial Relations	1.Human Resource Management & Industrial Relations
2. Financial & Management Accounting	2. Financial & Management Accounting	2. Sustainable Tourism Development	2. Sustainable Tourism Development
3. International Hospitality Business	3. International Hospitality Business		
4. Sustainable Tourism Development	4. Sustainable Tourism Development		

Summer	**Summer**	**Summer**	**Summer**
1. Decision Making Under Uncertainty	1. Decision Making Under Uncertainty	1. Decision Making Under Uncertainty	1. Decision Under Uncertainty
2. Infrastructure Management	2. Food & Beverage Management	2. Infrastructure Management	2. Food & Beverage Management
3. Tourism Management	3. Property Management		

Yr.2-Sem. 1
1. Events Planning & Management

2. Tourism Entrepreneur-ship and innovation Management

3. Strategic Planning in Tourism/ Hospitality Business

Yr. 2-Sem. 1
1. Events Planning & Management

2. Tourism Entrepreneur-ship and innovation Management

3. Strategic Planning in Tourism/ Hospitality Business

Yr. 2-Sem. 1
1. Events Planning & Management

2. Tourism Entrepreneur-ship and innovation Management

Yr. 2-Sem. 1
1. Events Planning & Management

2. Tourism Entrepreneur-ship and innovation Management

Yr.2-Sem. 2
Internship

Yr. 2-Sem. 2
Internship

Yr. 2-Sem. 2
1. Financial & Management Accounting

2. International Hospitality Business

Yr. 2-Sem. 2 Summer
1. Tourism Management

Yr. 3-Sem. 1
1. Quality Service & Operations Management

2. Sociology of Tourism in the Caribbean

3. Strategic Planning in Tourism/ Hospitality Business

Yr. 3-Sem. 2
1. Internship

Yr. 2-Sem. 2
1. Financial & Management Accounting

2. International Hospitality Business

Yr. 2-Sem. 2 Summer
1. Property Management

Yr. 3-Sem. 1
1. Quality Service & Operations Management

2. Sociology of Tourism in the Caribbean

3. Strategic Planning in Tourism/ Hospitality Business

Yr. 3-Sem. 2
1. Internship

Course (Core)

Course Code	Course Name	No. of Credits	Course Weighting
MGMT6120	Research & Quantitative Methods	4	60% Exam 40% Coursework
MKTG6121	Tourism & Hospitality Marketing	3	50% Exam 50% Coursework
SOCI6101	Sociology of Tourism in the Caribbean	3	60% Exam 40% Coursework
MGMT6122	Quality Service & Operations Management	3	60% Exam 40% Coursework
MGMT6123	Human Resource Management & Industrial Relations	4	60% Exam 40% Coursework
MGMT6124	Financial & Management Accounting	4	60% Exam 40% Coursework
MGMT6125	International Hospitality Business	3	60% Exam 40% Coursework
MGMT6126	Sustainable Tourism Development	3	50% Exam 50% Coursework
MGMT6127	Decision Making Under Uncertainty	3	60% Exam 40% Coursework
MGMT6132	Strategic Planning in Tourism/ Hospitality Business	3	100% Research Paper
MGMT6133	Events Planning and Management	3	60% Exam 40% Coursework
MGMT6136	Tourism Entrepreneurship and Innovation Management	3	60% Business Plan 40% Coursework
MGMT6135	Internship	0	100%

Course Code	Course Name	No. of Credits	Course Weighting
MGMT6129	Tourism Management	3	60% Exam 40% Coursework
MGMT6128	Infrastructure Management	3	60% Exam 40% Coursework
MGMT6130	Food & Beverage Management	3	60% Exam 40% Coursework
MGMT6131	Property Management	3	60% Exam 40% Coursework

Course Description:

MGMT6120: Research and Quantitative Methods

The main objectives are (i) to develop and transmit knowledge about research methodologies for postgraduate study in the social sciences and related disciplines, and (ii) to encourage critical thinking as a foundation for subsequent study, employment, and personal development. Specific

competencies to be developed include quantitative, problem-solving, written and oral communication, information technology and lifelong learning skills.

MGMT6121: Tourism & Hospitality Marketing

The general objectives in this course are to:

- Understand strategic planning in the tourism environment
- Understand the needs of customers within the tourism industry
- Understand tourism product development
- Understand how to promote and price tourism products

MGMT6122: Quality Service &
Operations Management

This course is designed to:

- Introduce students to the general principles of quality service management in the tourism and hospitality industry.
- Help students to understand the roles of all stakeholders in creating a culture of quality service management.
- Demonstrate the importance of effective quality service management for organization profitability and sustainability.

SOCI6101: Sociology of Tourism in the Caribbean

This course seeks to provide a comprehensive understanding of tourism policies and their actual and potential impacts on the social and cultural fabric of Caribbean societies. At the end of the course students should be able to:

- Perform social impact analysis in relation to tourism development.
- Engage in social policy formulation as it relates to tourism development.
- Competently discuss sociological theories of tourism and their relevance to Caribbean society.

MGMT6123: Human Resource Management & Industrial Relations

This course is designed to introduce students to the general principles of the behaviour of people within organizations and the best way of managing to achieve organizational effectiveness. At the end of the course students will among others be able to:
- Identify and explain the major theories of work and job design and highlight the implications for the management of people.
- Describe the process of conflict management and resolution in unionized setting.

MGMT6124: Financial & Management Accounting

This course will provide students with a solid conceptual and practical understanding of the disciplines of both financial and management accounting theory and practice, as well as the opportunity to develop competence in the handling of accounting data in the hospitality industry.

MGMT6125: International Hospitality Business

This purpose of this course is to familiarize students with the globally applicable theories of international business in the context of the practice of management in a small open developing country environment, while also focusing on the key challenges confronting government policy makers and firm managers who are seeking to improve the competitiveness of the tourism and hospitality sectors over which they have responsibility, or the firms that they manage. The course builds upon the unassailable conclusion that the development of countries in the Caribbean region will rest upon the ability of firms within the region to engage profitably in international business activities.

MGMT6126: Sustainable Tourism Management

This course will introduce the principles of sustainable development, provide an understanding of the social, economic and environmental issues that will determine the future of tourism in the Caribbean, and impart the skills needed to develop and manage the industry on a more sustainable basis in the years ahead. The course will introduce students to methods for planning, developing, financing and managing tourism products within a framework of sustainable development, including attraction management, marketing and specialist operations such as eco-tourism.

MGMT6128: Decision Making Under Uncertainty

Decision Making Under Uncertainty is designed to address the application of decision theory to the quantitative analysis of risky decision problems. Risky decision problems generally involve large amounts of resources that must be committed to alternatives in competitive and uncertain environments. Examples would include corporate acquisition decisions, new product decisions, major capital investment decisions, choices among alternate technologies, and choices among alternate destinations. Many of these problems can be conceptualized and structured using the ideas of decision theory. The course therefore provides a structured framework within which the decision maker can make logical and rational decisions, using various decision-making tools. These tools include Linear Programming, Probability Models, Decision Tree, Utility, Influence Diagram, and Monte Carlo Simulation.

MGMT6129: Tourism Management

The course focuses on approaches to and trends in destination marketing, a practical framework for strategic destination marketing/branding, analyzing and interpreting the macro, market and competitive environments, undertaking a destination attractions and resource analysis, market segmentation and the selection of target markets, destination branding and competitive positioning, developing and implementing integrated marketing and communication strategies, facilitating destination marketing partnerships, benchmarking and evaluating destination marketing strategies, and managing information and marketing research. International “best practices”, relevant case studies and practical guidelines form an integral part of the course.

MGMT6130: Food & Beverage Management

This course introduces students to the strategic elements of food and beverage management. Students who take the course will be exposed to ways in which food and beverage outlets may be both a source of profit and competitive advantage for the organization. They will also be exposed to the most common pitfalls in successfully operating such outlets and should gain an

understanding of why some organizations have chosen to outsource their food and beverage management outlets.

MGMT6131: Property Management

This course is designed to introduce you to the general principles of managing the non food and beverage concerns of tourism properties. Rather than focusing on the nuts and bolts of day to day management the course will focus on the strategic aspects of property management. In particular we will focus on creating an experience for the guest through effective management of all of the aspects of property management.

MGMT6132: Strategic Planning in Tourism/Hospitality Business

The research paper demonstrates your ability to develop a sound research question and to answer that question using sound scientific techniques. For the duration of the programme, meetings are held with students to discuss their research paper ideas, provide assistance with the selection of research topics, the assignment of supervisors, and the completion of the research paper. Meetings are not scheduled but are held at least once per semester. Additional meetings may be planned if necessary or as the research paper deadline draws near. Students will be required to produce a research paper in the form of a company report or on an issue of interest to the student in his/her specialization. The research paper/report must be submitted within one year after completion of all written courses.

MGMT6133: Events Planning & Management

The importance of the events industry lies in its ability to create employment and income, to increase foreign exchange earnings and stimulate business activity within host destinations. In addition, it helps promote the destinations as an international tourist destination. It is therefore the purpose of this course to expose students to the intricacies of planning, managing, facilitating and executing such events.

MGMT6136: Tourism Entrepreneurship &
Innovation Management

The creation of new business, especially in a small, open economy, has significant implications for the development of the country in general and the tourism industry in particular. It is therefore the aim of this course to develop the students' understanding of the process of and context of entrepreneurship as well as to provide key concepts which will enable them to take advantage of the mushroom of entrepreneurial opportunities that accompany the increased investments in the hospitality sector and the general tourism system.

MGMT6135: Internship

This working experience is designed for the professional development of the interns where they will be exposed to challenging working environments which will enhance and develop new skills. Students will work with managers within the organization who will expose them to the many aspects of managing a hospitality organization. Persons with prior working experience and those currently employed in the tourism and hospitality industry will be exempted from the internship.

Additional Information:

MKTG6121 is now MGMT6121; SOCI6101 is now MGMT6140
We are also reminding you to advertise our tuition fees in $J only and not US$. It is $J799,632.
Our re-sit fees have also been changed. Effective academic year 09/10 coursework only is $7000 and examination is $15000.

Department Contact Information:

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Programme Coordinator: Dr. Trevor Smith

MASTERS (MSc) in TAXATION

Programme Objectives: The Masters in Taxation is designed to produce a cadre of tax administrators, policy makers, tax consultants and planners, and financial planners to work in the public and private sectors within the Caribbean. It is expected that the programme will also produce persons who are interested in academia and move on to pursue doctoral studies in Taxation. The programme is intended partly to widen the students' knowledge of taxation, and, in particular, to introduce them to aspects of taxation which they may not yet have encountered. The underlying idea is that a bright individual who has decided to devote a substantial part of his or her life to taxation will want to spend some time thinking, reading, discussing and applying their intellectual skills to the field in which they have chosen to specialize. The programme objectives are articulated below:

- To have a cadre of qualified tax administrators in CARICOM
- To have a pool of tax experts so as to facilitate effective public/private partnerships critical to the socio-economic development of the CARICOM states
- To have a pool of personnel with technical, functional and managerial aspects of taxation
- To have a pool of tax accountants, tax planners, financial planners/advisors
- To create interest and develop persons who choose a career in academia with tax being the main area of research

Entry Requirements: The M.Sc. Taxation is open to candidates with a Bachelor's degree in accounting, law, economics, banking and finance, public administration, business administration or management studies (any option) with a minimum GPA of 2.4 (on a 4.0 point scale) or a lower second-class honours. Applicants are also required to have a minimum of two years working experience (exception applied to those with a First class honours degree). Applications are particularly welcomed from those with several years of experience in the taxation field, whether in government or in the private sector

Those persons who have a non-accounting background but who have been working in tax in the industry or in government will be required to read for a minimum of two second level financial accounting courses and two law courses. Those persons who neither have an accounting background nor work experience in the field of tax will be required to do a preliminary year to read for six courses as follows: two undergraduate taxation courses; two second level financial accounting courses and two law courses - business law and company law.

If candidates do not have an examination mark of 50 or more marks in the following courses, then they will be required to read for these courses:

Introduction to Financial Accounting
Introduction to Cost & Management Accounting
Introduction to Microeconomics
Introductory Statistics or Calculus 1 for Business & Social Sciences
Mathematics for the Social Sciences
Financial Accounting I
Financial Accounting II
Business Law
Company Law
Auditing I
Taxation I & Taxation II
Financial Management I
Computer Applications

Duration of programme: The full-time programme of study will be twelve calendar months (three semesters) and part-time twenty four months (six semesters), requiring the completion of twelve 3-credit courses.

Programme Structure: Full-time students will take a minimum of four classes in each semester and part-time a minimum of two courses in each semester. Each student in the programme will be required to conduct research in a selected area in tax and, in their final semester, present the research findings in a written paper and orally to a select group including their supervisors and colleagues.

Enrollment Option: Part-Time, Full –Time

Courses (Core):

Course Code**	Course Name	No. of Credits
TAXA6001	Theory and History of Tax	3
TAXA6002	Tax Administration	3
TAXA6003	Research Methods & Tax Research	3
TAXA6004	International Tax	3
TAXA6005	Current Issues in Tax and Tax Administration	3

TAXA6006	Taxation of Business Organizations	3
TAXA6007	Fiscal Policy and Public Financing	3
TAXA6008	Tax Regimes in CARICOM	3
TAXA6009	Tax Auditing and Tax Accounting	3
TAXA6010	Tax Planning and Management	3
TAXA6011	Tax Research	3
TAXA6012	Management Skills	3

**** proposed course codes**

TOTAL NUMBER OF CREDITS FOR DEGREE: 36

TAXA6001 -- Theory and History of Tax

Course Description: This course seeks to provide the theoretical/conceptual framework of taxation. It will cover the general history of tax and the evolution of the various tax systems within CARICOM, the characteristics, purpose and nature of tax and its politics and economics. The course will also look at the various tax types within the respective jurisdictions.

TAXA6002 -- Tax Administration

Course Description: This course is an advanced course and it assumes that students will have in depth knowledge of all the relevant tax laws governing the structure and operation of their respective tax administrations. The course will analyze the procedural issues of the Revenue Acts in CARICOM Countries. It will provide an analysis of the powers, responsibilities, discretions of the respective Commissioners and the Inland Revenue Departments. It will delve into the principles of tax compliance and the many attempts that taxpayers use to avoid and evade tax. It course will also look at the general methods and principles tax administrators and tax practitioners employ to build taxpayers' awareness and at the same time maintain the ethics of the tax profession. The course will review the popular models of tax administrations and look at the process of drafting tax legislation.

TAXA6003 -- Research Methods & Tax Research

Course Description: Tax policy in government and the practitioner's practice should be driven by research. This course will hone, develop and equip students with the necessary research skills that are necessary for both public and private practice. The students will be equipped with quantitative, qualitative and mixed approaches in solving tax problems. The tax practitioner routinely conducts research in his/her practice. Tax practice may be best described as the application of tax law to specific accounting situations and the practice typically includes tax compliance, tax planning and tax litigation. Tax research in practice seeks to answer tax questions by going through the process of identifying the pertinent issues, determining the correct tax source, evaluating the appropriate source and applying the sources to the specific

facts. The course will also equip students to interpret and apply existing tax law, analyze new tax proposals and new pronouncements and review computer tax software. Students will also be assigned directed readings in tax issues.

TAXA6004 -- International Tax

Course Description: The fiscal situation of cross-border, commercial and industrial and other activities is influenced by different factors. The national law of states imposes taxes and designs the national tax system. Different problems arise from the interaction of the nation tax laws of states, including double taxation. States adopt unilateral and bilateral measures in order to solve them. Tax treaties are a key answer for this purpose. They regulate the interaction of the national tax laws: basically, dividing the right to tax between the states and then limiting their tax jurisdiction. This course will look at the unilateral and bilateral measures adopted by states by exploring the international aspects of the national tax laws, the basics of international law, tax treaties of selected countries, and international trends in tax policy

TAXA6005 -- Current Issues in Tax and Tax Administration

Course Description: Tax Administrators globally are finding it increasingly challenging to implement tax policy. They must therefore realize the critical importance of strategic management in tax administration. This has to be done in the context that tax crime is on the rise, financial crime is on the rise and taxpayers are engaging in more aggressive strategies to mitigate their tax liabilities. It is therefore within this context that tax administrators need to operate. They have to be strategic and current, keeping abreast with the current global trends. Tax administration models should move to require more disclosure, tackle aggressive tax planning, display more understanding to the taxpayer's needs, use cutting edge software and operate the tax administration like a business. This course should be of particular importance and interest to those students who are employed or will be potentially employed in revenue administration and who are in tax practice. The course covers topical issues and the necessary steps that may be taken to deal with them.

TAXA6006 -- Taxation of Business Organizations

Course Description: Organizations offer various types of services to their customers and clients in exchange for payments/money. Payments made by the customers and clients to these organizations are classified as income. It is the responsibility of these organizations to pay tax to the government on all income earned. The extent of the taxable income is determined by whether such income may be tax exempt, and whether certain expenses are allowed as deductions from such income. The course will thoroughly examine and analyze the various types of business organizations, operating in the Caricom business environment - their legal framework and their liability to tax, the extent to which their income may be exempt from tax and the expenses they are allowed to deduct in arriving at their taxable income. Such business organizations include sole traders, partnerships, companies (both quoted and unquoted), credit unions, estates and trusts, nonprofit organizations and provident societies. The course will cover the in depth analysis of agency law, partnership creation, sale of partnership interest, change of partnership; taxation of sole trader; taxation of dividend income; the creation, organization, governance, financial structure, financial management, alteration and dissolution of corporate entities and shareholder rights.

TAXA6007 -- Fiscal Policy and Public Financing

Course Description: Governments use the budget as a means to control the economic life in its country, thus making it an important tool. This course looks at the importance of the fiscal policy, the budget, the budgetary process, spending and debt on economic growth and stability, resource allocation and the distribution of economic well-being. It will also cover tax reform, debt management, tax reform, monetary policy and fiscal decentralization.

TAXA6008 -- Tax Regimes in CARICOM

Course Description: This course will give students a general understanding of the tax regimes in CARICOM and neighboring industrialized countries such as USA, Canada, one Latin American jurisdiction and the Dominican Republic. Particular attention will be placed on the tax structures and content of the international tax systems of USA, Canada, Brazil and Dominican Republic. There are significant economic activities between CARICOM countries and our industrialized neighbors to the north. There are trade agreements; investments (FDI) and more significantly there is employment of CARICOM nationals in these territories. While looking at the various tax regimes, students will be asked to consider how investments and trade agreements (including tourism and music) with these countries are impacted by tax measures in various CARICOM regimes.

TAXA6009 -- Tax Auditing and Tax Accounting

Course Description: This course brings together tax and accounting principles. The course will provide in depth knowledge of deferred tax; reasons for deferred tax, deferred tax asset and deferred tax liability. The course will also explore inventory valuation methods for income tax purposes, when the taxpayer ceases operations or sells his/her business or when the taxpayer is doing intra-business transfers of inventory. Students will review taxpayer's financial statements for the computation of income tax liability and where financial statements are not available, recreate statements so as to compute the tax liability. The course will apply techniques to detect whether the taxpayer may be involved in tax fraud and or tax evasion. The course will also use forensic auditing techniques.

TAXA6010 -- Tax Planning and Management

Course Description: In our changing world, clients have dynamic tax circumstances which demand that tax practitioners and administrators think critically. They therefore desire their tax consultants to bring significant value to their business or to them individually: clients want to minimize their tax liability using all tax saving strategies. The objective of this course is to develop the student into a consultant who can add this value to his client. Students will be exposed to tax planning strategies and risks, capital budgeting decisions, and the proper use of tax incentives. At the same time students will be exposed to all the strategies to avoid any sort of confrontation or issues with the revenue.

TAXA6011 -- Tax Research

Course Description: Taxation as a discipline and practice are not static, the discipline and practice are dynamic. Research contributes to its dynamism. The purpose of this course is to develop a pool of expertise in tax research in Caribbean issues. The course will allow each student to conduct research on a Caribbean Tax issue using the methodologies learnt in the research methods course. Students will also establish links with members in the tax community who will become invaluable resource personnel for the tax programme. Students are expected to

register for this course at the start of their academic studies. They are required to attend seminars, workshops and conferences and provide feedback to their supervisor.

TAXA6012 -- Management Skills

Course Description: Taxation is highly political and dynamic. Taxation policy issues, rules, regulations and laws may be driven by political considerations and ambitions. It is therefore important for the tax practitioner, tax consultant, tax administrator and the policy maker to be adept at managing people, knowing how to lead and handle the change management process within his or her organization, knowing how to build, manage and maintain relationships, situations and communication. Furthermore, the nature of the job requires tax personnel to be in constant dialogue with his/her client, thus the need to have excellent communication skills. This course will be a practical course in management skills and communication. The course will assist students in building their self awareness, learning critical skills for his/her success, and know how people and organizations function and how to capitalize on this knowledge for success of his/work. The course will use role play and case studies and presentations.

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MSc Sports Business Management

Entry Requirements: Persons holding a B.Sc. degree in Sports Business Management or its equivalent from UWI or another university acceptable to UWI with at least Lower Second Class honours (or 2.5 GPA) will be eligible for direct admission to the M.Sc. programme. However, where there is space limitation, preference will be given to applicants with at least two years postgraduate working experience in the field of sports.

Students with other qualifications, including advanced degrees, will be considered for admission into the M.Sc. on a case by case basis that will involve a successful interview.

Duration of programme: Twelve (12) months

Programme Structure: The program carries 24 compulsory credits and 21 elective credits. In addition to taught class sessions, students will be exposed to field trips, student research projects, periodic workshops and or conferences based on topical, relevant and emerging issues as they impact on the sports industry.

Core

Course Code	Course Name	No. of Credits
SBCO6520	Quantitative Methods and Statistical Techniques	4
SBC06040	Research Methods	2
SBCO6200	Business Policy and Strategy	3

SBSP6010	Sport and Society	3
SBSP6020	Sport Finance and Economics	3
SBSP6100	Entrepreneurship in Sports	3
SBSP6200	Independent Study	6

Electives

Course Code	Course Name	No. of Credits
SBSP6030	SportsMarketing (3 credits)	3
SBSP6040	Sports and Events Management	3
SBSP6060	Law and Sports	3
SBSP6080	Communication in Sports	3
SBSP6070	Sports Facilities Management	3
SPSP6050	Human Resource Management in Sports	3
SBCO6340	Business in Global Environment	3
SBCO6370	Management Information Systems	3
SBCO6310	Transformational Leadership	3

TOTAL NUMBER OF CREDITS FOR MSc: The program carries 45 credits consisting of four 3 credit courses, 1 four credits course, one 2 credit course and a 6 credit independent Study.

HUMAN RESOURCE MANAGEMENT IN SPORTS (SBSP6050)

Course Description: This course takes a nuanced look at the critical aspects of the human resource management function within sports organizations. It focuses on the key groups (professinal workers, volunteers and clients) that comprise human resources in sports and present conceptual guidelines for matching managerial processes with individual differences between these groups. It explains how to tailor human resource practices to fit each sport organization's particular goals, products, markets and technologies. Grounded in business management and applied sport psychology scholarly literature, this course is divided into four parts. Part I outlines the unique and common characteristics of the three groups in human resources: volunteers, professional and clients. Part II discusses differences among people and how they affect behaviour in sport organizations. It covers human resource issues related to abilities, personality, values and motivation. Part III explores significant organizational processes in the management of human resources including job design, staffing, leadership, performance appraisal, reward systems and organizational justice. Finally, Part IV discusses two significant outcomes expected of human resource practices: satisfaction and commitment in relation to overall human resource policy

LAW AND SPORTS (SBSP6060) Elective

Course Description: This course introduces students to the fundamental tenets of the law and familiarizes them with legal structure and basic legal terminology. Various types of law are examined as well as the impact each has on the sport policy and industry. Topics to be covered include: general principles; the major groups of institutions with responsibility in the organization of sport; the pyramidal structure of sports organizations; the autonomy of sports organizations; the regulation of sports organizations; the duality of jurisdictions applying to sport; the legal form of sports organizations; an introduction to sports-related concepts and issues

in Sports Law; essential principles and themes relating to administrative law, business associations, delictual liability, criminal law, discrimination, and industrial relations issues relating to trade practices and torts, resolution of conflict the idea of 'temporary sport' laws etc. discussed in historical and contemporary context of the Caribbean; developmental role of law in global sports and contested issues in sports business management (e.g ethics).

COMMUNICATION IN SPORTS (SBSP6080) Elective

Course Description: This course seeks to explore the importance of Communication in all areas of Sport. Effective communication between and among all players in the sporting industry inclusive of athletes, administrators, coaches, agents, reporters, volunteers and others will discussed. This course will seek to address a range of communication topics. Topics to be covered include: why is communication important; public relations; stakeholder analysis; managing communication; internal communication; external communication; media relations; communication planning; issues and crisis management; government relations and public affairs; community relations and corporate social responsibility; communication policy and evaluation.

SPORTS TOURISM (SBSP6090) Elective

Course Description: Sport related tourism has become increasingly prominent in the last few years due to the popularity of such global sporting events as the Olympic Games, Rugby World Cup, **Cricket World Cup and IPL Cricket,** and Football World Cup. There has also been growth in the size and number of private and voluntary organizations involved in such events and a corresponding growth in **marke**t and career opportunities on offer within these organizations.

This course seeks to provide students with a balance between and among tourism studies, volunteerism and the business of sport and management principles. To this end, this course allows students to gain an understanding of the scope of sports tourism as a phenomenon and an industry and the range of policy and management issues encompassed within the commercial, public and voluntary sectors of sports tourism.

Specifically, this course concentrates on such topical themes and issues relating to Tourism Sports Business Management; Economic and social context and risks associated with Sports Tourism as a national development strategy; Leading and contested issues in Sports Tourism in the Caribbean; Commercialization and Structuring Opportunities in Sport; Comparative Sports Tourism management

SPORTS FACILITIES MANAGEMENT (SBSP6040) Elective

Course Description: This course will focus on the planning and management of sport and recreational facilities. Topics to be covered include: planning the sports facility (accessibility, parking, geographic location); the facility layout; the facility image (appearance, amenities offered, personnel); assessing equipment needs; managing equipment; facilities scheduling; facilities renovation and maintenance; blue printing the service delivery system; the management of risk at sport facilities; feasibility study; marketing of the sport facility and ticket sales strategy; conceptual foundations of sport facilities management; the economics of sports facilities management [e.g. issue of ticket scalping]; character and issues in sports facilities management in the Caribbean [e.g. Case Studies on World Cup Cricket, World Juniors Track and World Netball Championship infrastructure]; and Comparative perspectives on sports facilities management

ENTREPRENUERSHIP IN SPORTS (SBSP6100)

Course Description: The intersection of business entrepreneurship with sport/entertainment is a timely topic for future business leaders in the 21st Century. Modernization and technological advances have created enormous consumer markets for these two areas in their various forms. This course is designed specifically for those with an interest in owning their own sport related business in the future. The course focuses on the varied entrepreneurial opportunities within the sports industry. Primary focus includes development of the business plan, financials, planning and management issues among other things associated with entrepreneurial and small business ventures. Students will develop their own entrepreneurial sports plan as an independent research project for this course.

INDEPENDENT STUDY (SBSP6200)

Course Description: The project represents the formal development of an original piece of research under the direction of a faculty director and two readers. Its Learning Objectives are principally to:

- Develop students' specialized knowledge and skills in an area addressed in the Sports Business Management programme, through a project by independent study.
- Enable students to demonstrate research competencies including building synergies among various sports components/ideas, critical thinking, analytical and writing skills, as well as evaluation capabilities and reflective practices
- Disseminate knowledge that promotes an integrated understanding of the theory and practice in an area of Sports Business Management
- Provide a supportive setting for students to share their work with other students as it develops and is refined.

Students proceed to investigate a faculty-approved area/topic (located in the Caribbean reality e.g. Olympism: The Caribbean Experience) in which his or her interest is specialized. Students are required to attend regularly meetings arranged by the project director to review progress. These meetings will provide supervisor-led discussion of the research process, the significance of literature review, theoretical paradigms/frameworks and methodological alternatives. The student-led discourses will focus on issues raised in the independent investigation and a body of *directed readings* related to the student's area of study. Student aptitude and rate of progress will be monitored by members of the supervisory panel, with feedback provided.

The research project experience will culminate with a *formal presentation* to the project committee/panel, with attendance open to the public. Considered as a contribution to the field of knowledge in the concentration discipline, the individualized study will count for *6 credits*.

Department Contact Information: *Dr. Anne Crick & Dr. Hilary Robertson-Hickling*

Programme Coordinator: Dr. *Anne Crick (Academic Coordinator) & Natasha Bowen (Administrative Coordinator)*

Post Graduate Diploma in Sports Business Management

Programme Objectives: The graduate programmes address the development of essential abilities, skills, and attitudes that will enable students to successfully deliver sport management services and events within a competitive marketplace. This translates into building the broader professional capacities associated with teamwork, critical thinking and reasoning, as well as abilities to solve complex problems with a good understanding of quantitative approaches/disciplines. Overall, graduates would gain significant benefits relating to improved knowledge base, sharper thinking and analytical skills; new subject-based ideas and practical skills; as well as research-related and general skills and competencies for life and work.

- **Entry Requirements: Either** possesses a degree from the University of the West Indies or any other acceptable university and who demonstrate an interest in sports business management.
- **Or** for those who do not possess a formal university degree but possess a record of active and extensive professional or/and senior experience in management and the management and administration of sports (approx. 5 years). No more than 50% of the cohort will comprise of students who do not possess a formal university degree.
- **And** are successful at an interview to be conducted by a panel approved by the Office of Graduate Studies and Research.

Duration of programme: Twelve (12) months

Programme Structure: The program carries 21 credit hours consisting of 7 three credit courses. In addition to taught class sessions, students will be exposed to periodic workshops and or conferences based on topical, relevant and emerging issues as they impact on the sports industry.

Course Code	Course Name	No. of Credits
SBSP6030	Sport Marketing (3 credits)	**3**
SBSP6040	Sports and Events Management	**3**
SBSP6060	Law and Sports	**3**
SBSP6080	Communication in Sports	**3**
SBSP6070	Sports Facilities Management	**3**
SPSP6050	Human Resource Management in Sports	**3**
SBSP6090	Sports Tourism	**3**

HUMAN RESOURCE MANAGEMENT IN SPORTS (SBSP6050)

Course Description: This course takes a nuanced look at the critical aspects of the human resource management function within sports organizations. It focuses on the key groups (professinal workers, volunteers and clients) that comprise human resources in sports and present conceptual guidelines for matching managerial processes with individual differences between these groups. It explains how to tailor human resource practices to fit each sport organization's particular goals, products, markets and technologies. Grounded in business management and applied sport psychology scholarly literature, this course is divided into four parts. Part I outlines the unique and common characteristics of the three groups in human resources: volunteers, professional and clients. Part II discusses differences among people and how they affect behaviour in sport organizations. It covers human resource issues related to abilities, personality, values and motivation. Part III explores significant organizational processes in the management of human resources including job design, staffing, leadership, performance appraisal, reward systems and organizational justice. Finally, Part IV discusses two significant outcomes expected of human resource practices: satisfaction and commitment in relation to overall human resource policy

LAW AND SPORTS (SBSP6060)

Course Description: This course introduces students to the fundamental tenets of the law and familiarizes them with legal structure and basic legal terminology. Various types of law are examined as well as the impact each has on the sport policy and industry. Topics to be covered include: general principles; the major groups of institutions with responsibility in the organization of sport; the pyramidal structure of sports organizations; the autonomy of sports organizations; the regulation of sports organizations; the duality of jurisdictions applying to sport; the legal form of sports organizations; an introduction to sports-related concepts and issues in Sports Law; essential principles and themes relating to administrative law, business associations, delictual liability, criminal law, discrimination, and industrial relations issues relating to trade practices and torts, resolution of conflict the idea of 'temporary sport' laws etc. discussed in historical and contemporary context of the Caribbean; developmental role of law in global sports and contested issues in sports business management (e.g ethics).

COMMUNICATION IN SPORTS (SBSP6080)

Course Description: This course seeks to explore the importance of Communication in all areas of Sport. Effective communication between and among all players in the sporting industry inclusive of athletes, administrators, coaches, agents, reporters, volunteers and others will discussed. This course will seek to address a range of communication topics. Topics to be covered include: why is communication important; public relations; stakeholder analysis; managing communication; internal communication; external communication; media relations; communication planning; issues and crisis management; government relations and public affairs; community relations and corporate social responsibility; communication policy and evaluation.

SPORTS TOURISM (SBSP6090)

Course Description: Sport related tourism has become increasingly prominent in the last few years due to the popularity of such global sporting events as the Olympic Games, Rugby World Cup, **Cricket World Cup and IPL Cricket,** and Football World Cup. There has also been growth in the size and number of private and voluntary organizations involved in such events and a corresponding growth in **marke**t and career opportunities on offer within these organizations.

This course seeks to provide students with a balance between and among tourism studies, volunteerism and the business of sport and management principles. To this end, this course allows students to gain an understanding of the scope of sports tourism as a phenomenon and an industry and the range of policy and management issues encompassed within the commercial, public and voluntary sectors of sports tourism.

Specifically, this course concentrates on such topical themes and issues relating to Tourism Sports Business Management; Economic and social context and risks associated with Sports Tourism as a national development strategy; Leading and contested issues in Sports Tourism in the Caribbean; Commercialization and Structuring Opportunities in Sport; Comparative Sports Tourism management

Additional Information/Notes: Students who have successfully completed the Postgraduate Diploma can return/continue to do an **additional twenty-four (24) credits** to complete the M.Sc.

provided that the courses pursued in the postgraduate diploma were not completed more than five (5) years prior and provided that they have met the following requirements in their diploma:

1. Pass all Diploma courses, having had no more than one re-sit.
2. Obtain a minimum of 5 B+s
3. In cases where the student does not have first degree but has met requirements 1. and 2., they will be assessed by a panel to determine whether their experience along with their performance in the Diploma warrants a place in the M.Sc.

Students who complete the Postgraduate Diploma more than five (5) years prior will not be automatically admitted but will be considered on a case by case basis.

Postgraduate Diploma holders who are continuing on to the M.Sc. must complete the

24-credit compulsory component of the M.Sc. as described subsequently.

Department Contact Information: *Dr. Anne Crick & Dr. Hilary Robertson-Hickling*

Programme Coordinator:Dr. *Anne Crick (Academic Coordinator) & Natasha Bowen (Administrative Coordinator)*

Doctorate in Business Administration (DBA)

Entry Requirements

The DBA programme seeks candidates who:
Are MBA, MA, and MSc. EMBA graduates of an approved university with a B+ average;

AND

- Have relevant management experience and have access to strategic and operational data of a firm;
- Are senior managers or are earmarked for senior management positions;

OR
Have been lecturing at the tertiary level no less than 3 years.

Duration of programme 4 years

Programme Structure

The DBA will follow a trimester format over a four year period. It incorporates a taught component in the form of ten (10) compulsory courses, and two (2) seminars or courses drawn from a pool of complementary field of study.

Courses (Core)

Course Code	Course Name	No. of Credits	Course Weighting
SB900	Global Management Trends	3	50% Exam

			50% Coursework
SB901	Quantitative & Qualitative Research Methods for Managerial Decision-Making	6	50% Exam 50% Coursework
SB902	International Marketing	3	60% Exam 40% Coursework
SB903	Business Development, Entrepreneurship & Innovation	3	60% Exam 40% Coursework
SB904	Multi-Variate Analysis	3	60% Exam 40% Coursework
SB906	Strategic Use of Information & Communication Technology	3	60% Exam 40% Coursework
SB907	Finance	3	60% Exam 40% Coursework
SB908	Internationalization of Small & Medium Enterprises	3	40% Exam 60% Cousework
SB909	Global Competitiveness	3	40% Exam 60% Coursework
SB910	Strategy Dynamics	3	40% Exam 60% Coursework

Courses (Electives)

Course Code	Course Name	No. of Credits	Course Weighting
SB911	Comparative Labour Relations	3	60% Exam 40% Coursework
SB912	Labour and Employment Law	3	60% Exam 40% Coursework
SB913	Labour Economics	3	60% Exam 40% Coursework
SB914	Workplace Negotiation & Conflict Management	3	60% Exam 40% Coursework
SB915	Psychology of Motivation & Group Behaviour	3	60% Exam 40% Coursework
SB916	Psychological Measurement & Testing Assessment	3	60% Exam 40% Coursework
SB917	Performance Management	3	60% Exam 40% Coursework
SB918	Complex Organizations & Change	3	60% Exam 40% Coursework
SB919	Collaborative and Network Governance	3	60% Exam 40% Coursework
SB920	Public Budgeting Policy & Development Performance Outcomes	3	60% Exam 40% Coursework
SB921	International Public Policy	3	60% Exam 40% Coursework
SB922	Harmonization of Sectoral & Regional Policy	3	60% Exam 40% Coursework
SB923	Human Capital Development	3	60% Exam

			40% Coursework
SB924	Knowledge Management	3	60% Exam
			40% Coursework
SB925	Cross-Cultural Management	3	60% Exam
			40% Coursework

Quantitative & Qualitative Research Methodologies for Managerial Decision-Making:

This course is offered in two parts.
Part A highlights the use of research in operational and strategic decision-making, including key algebraic tools and other measurement issues in the global business environment. The growing trend of combining quantitative and qualitative research methodologies will be explored. A wide array of methods will be examined with attention being paid to the strengths and weaknesses of a variety of data collection methodologies. Upon completion participants will be able to formulate a research question, compile a comprehensive literature review, collect requisite data, and analyze and interpret with select statistical packages. The value of this course to participants will be realized in the DBA programme and in any other research undertaking.
This component has an examination.

Part B
Proposal Writing
Grounded in theoretical frames, we introduce the practical techniques for writing solid proposals for three critical and diverse audiences

a) Academic research papers.

b) Investment proposals

c) Government/ International Agency funding proposal

Guidance on selecting and refining the appropriate research methodology to suit the intended audience will be provided. Critical to this segment will be an understanding of the ethics of research, the evaluation of research and the conceptualization of a research paper. The output from this segment will be the development of three types of proposals.

Multivariate Statistical Analysis

This course emphasizes the use and application of multivariate data analysis for analyzing problems involving multiple variables. The course introduces students to an overall understanding of multivariate statistical methods and guides them through the application of these methods for analyzing typical data sets that may be encountered in the dissertation phase of the programme, subsequent research undertakings, and for solving practical problems in business management. Students will be taught the appropriate use and application of the following statistical analytical techniques: Multiple Regression Analysis; Logistic Regression; Multiple Discriminant Analysis; Factor Analysis; Multivariate Analysis of Variance (MANOVA); Canonical Correlation Analysis; Cluster Analysis, Multidimensional Scaling; Introduction to Structural equation modeling (SEM). Students will be required to use popular statistical packages, such as SPSS, SASS, STATA, or E-Views to do the required statistical computing.

Global Management Trends

Predominantly using case studies, participants will examine the experiences of the last three decades to analyze emerging management mega trends and key variables on managerial practice. The course will focus on the impact of society on management, the impact of culture, values and ethics on customers, organizations, employees and society. Additionally, the course will examine among other things, the extra regional thrust towards mergers and acquisitions, spin offs, and its implications for corporate governance, nation building and achieving financial results.

Strategic Use of Information and Communications Technologies

The course seeks to equip participants with the knowledge to bridge concepts and practice in order to respond to the challenges and opportunities facing Caribbean organisations in the adoption and diffusion of ICT, for strategic enablement and increased global competitive positioning in the information revolution. It provides insights into the key managerial issues surrounding management and use of ICT and other linked technologies in organizations as a strategic corporate resource. Participants will gain an awareness of approaches for appropriating ICT to enhance organizational competency and competitive advantage from a Caribbean perspective

Business Development, Entrepreneurship and Innovation:

This course explores the critical success factors of the contemporary firm, given the reality that firms, regardless of size, geographic location and apparent financial strength have no guarantees of survival in today's environment. It covers some of the basics of business development and innovation management and focuses on redefining business practices and nurturing and harnessing innovation within the Caribbean context with the use of research and development. Topics to be covered include innovation of products and processes for customer value, new product development process, commercializing innovations, business intelligence, risk identification and negotiation skills, among others. It should be emphasized that a great part of the course focuses on managing new product development (NPD) processes in business organizations.

International Marketing

Under the overall theme of "business and marketing across national boundaries", this course focuses on examining the notion of the 'global village' and related issues. We will explore the implications of homogenization of consumer tastes within this global village, as well as assess future trends and their potential impact on international business and marketing strategy. The course focuses on both regional and global issues and encompasses both larger and smaller firms. It is structured so as to provide an appropriate environment for the students to explore issues concerning the need for strategic adjustments, including research and development, to enhance innovativeness and competitive- ness at the corporate and national levels. The overall objective of this course is to examine issues related to business and marketing across national boundaries within the context of the Caribbean Single Market.

Finance

Finance focuses on the financial structure and problems of corporations, as well as the organization and operation of markets and financial institutions within the ambits of the domestic

and international political economy. It deals with the development and maintenance of sound financial policies, the organization and behavior of financial markets and investors, and the influence of public policies and investor psychology on financial markets and on corporate finance. The Concept of sustainable growth will also be introduced as it is an important organizing framework when working with financial statements. Relatively new, especially to the Caribbean markets, are certain innovative financial products, especially derivatives, which will also be explored.

The Corporate Finance component will have specific reference to three (3) important questions faced by financial managers:

- What long term investment should the firm take on? This is the capital budgeting decision and the valuation of securities.
- How can cash be raised for the required investment? These are the financing, the capital structure and cash determination decisions.
- How to structure incentive and control systems to manage firms and optimize performance and value?

Among the topics to be included are:

- Financial Incentives and Corporate Control
- Valuation of Projects, Financial Assets and the Firm
- Sourcing Financial Resources, Capital Structure & Payout Policy
- Behavioral Finance
- Financial Risk Management and Derivatives
- Financial Markets and Institutions
- Taxation and Financial Decision making
- Exchange Rate Determination

Internationalization of SMEs

Using case studies and building upon stage model theory, network theory and organization capabilities perspective of internationalisation, this course examines the factors that are encouraging the rapid internationalization of SMEs and seeks to identify factors critical to the success of the internationalisation process given the dynamics of international trade systems, which impacts the business environment. Contemporary coping strategies such as alliances, and utilizing the diaspora will also be examined.
A heavy reliance will be placed on the operational data of regional SMEs and access by candidates to this data therefore becomes critical. Candidates will also be exposed to proposal writing techniques relevant to the International fora.

Global Competitiveness

Central to the teaching of this course is promotion of the understanding that it is firms and not countries that compete. Within this context the course will focus on the competitive pressures from increasing trade openness and globalization and how it forces domestic firms to upgrade their techniques and technologies in order to compete with imports and internationally through exports. The course will also demonstrate that there is the need for the macroeconomic framework and the institutional environment to foster and promote innovation as important within the context of building globally competitive firms and by extension a competitive

economy. The course will also stress that firms seeking to upgrade, often do so incrementally, and require a continuous stream of information, technical and business development services (BDS).

A key component of this course will be the examination of Country Case Studies. The focus will include case studies of small open economies that have succeeded in fostering a high level of competitiveness, carving out high value-added niches in the global economy. The cases should briefly review the technological performance of the firms in these countries and describe the main policies and programs. In particular, the study should highlight how the firms with or without government support programs have overcome the barriers in terms of size of the domestic market, technology transfer from abroad and low domestic capacity. Further, the experiences should be contrasted to the status of technology adoption and public policies in the Caribbean.

Strategy Dynamics

Given volatility within the business environment, success largely depends on precise anticipation of market trend, quick responses to customer needs, indicative of finely honed creative and strategic thinking. With the use of cases, this course seeks to identify fluid strategies for dealing with complex, volatile and uncertain environments.

The course will show that for a company to succeed it must weave its key business processes into hard-to-imitate strategic capabilities and distinguish it from its competitors. Capability will be presented as a set of business processes strategically understood. The course will demonstrate that such capabilities are collective and cross-functional – a small part of many people's jobs, not a large part of a few people's job.

With the use of case studies we will undertake a comparative analysis of strategies employed by successful and unsuccessful companies. The focus will be on the four key principles of capabilities-based competition. These principles are:

- Business Processes;
- Transforming a company's key processes into strategic capabilities that consistently provide superior value to the customer;
- The key role of making strategic investment in support infrastructure that links together all business units and functions; and
- Presenting the CEO as the champion of capabilities-based strategy.

Labour and Employment Relations

Comparative Labour Relations

This course provides a comparative picture of the legal framework of many institutions of labour, procedures and various means for dispute settlement in the collective bargaining process, and generally for the conduct of industrial relations in the English speaking Caribbean. The course seeks to address relevant questions concerning the future of Caribbean labour relations such as: What is the future model for an effective labour relations system? Should the system be more voluntary, or more legalistic, or more of a consensus-based model? Can the use of the political methods now be effectively and strategically employed to explore the potential of

national social partnership accords for economic and social development? Can the consensus-based model, as exists in Ireland and Barbados, offer new possibilities for national development strategies in the Caribbean?

Labor and Employment Law

This course surveys and analyzes the laws governing labor relations and employee rights in the workplace. It examines the legal framework in which collective bargaining takes place, including union organizational campaigns, negotiations for and enforcement of collective bargaining agreements, and the use of economic and political pressure. The second half of the course explores the adequacy of existing laws against discrimination based on race, religion, sex, residence, age, and disability.

Labour Economics

Focuses on both the economic analysis of unions and collective bargaining in our economy and the economic forces that affect collective bargaining. The method is to identify and conceptualize the structural determinants of relative bargaining power. On this basis, the course examines both the economic outcomes of collective bargaining and current bargaining trends in a variety of industries. Tentative theoretical analyses of unionism (neoclassical, institutionalist) are compared. The statistical techniques and empirical results of research on the union effect on economic outcomes (wages, prices, inflation, profits, productibility, earnings inequality) are also evaluated. The effect of technology, corporate structures, and public policy on union bargaining power is outlined, and a number of case studies of collective bargaining in the private sector are reviewed.

Workplace Negotiation and Conflict Management

This course explores the theory and practice of negotiations as applied in the context of a business. The course is intended primarily for students preparing for a career in Human Resource Management, Industrial Relations or in general management. Many of the principles encountered in this course will be applicable to problem solving and conflict resolution in other aspects of life.
The objective is to expose students to the theory and practice of negotiation as it applies to workplace and the models for managing conflict that are appropriate to the resolution of intra-organisational disputes.

ORGANIZATION DEVELOPMENT

Psychology of Motivation & Group Behaviour

The underlying causes of stress in an organization will be examined to determine their co-relation with the behaviour of people in an organizational setting. Comparisons will be made with the activities in a social setting by groups. Group dynamics and interpersonal behaviour and the effect on group decision-making will also be studied. Topics will include:
Workgroup behaviour vs. social group behaviour
Group dynamics and interpersonal behaviour
Group decision-making

Occupational Stress

Psychological Measurement, Testing Assessment

This course will explore the application of assessment tools for leadership development and succession planning, employment and selection, team building and organizational functioning. The concept of emotional intelligence will be examined and compared with IQ testing and contemporary psychological testing and measurement tools including:
Vocational Testing
Differential Aptitude Testing
Personality Testing
Personality Typing
Performance Management
The critical role that efficient performance plays in an organization's success gives rise to the need for innovation in the management of that performance. Internal business processes will be examined and reengineered as well as the approaches to recognition of performance. The effect of incentives on performance and the financial implications will also be examined. Topics will include:
Internal Business Processes
Reinforcement, Awards and Merits
Financial Measurements of Business Performance

Complex Organizations, Transformation Management and Change

The mechanistic view of organizations as perceived by classical scientists that involved fixed theories using linear methods will be revisited and juxtaposed with modern non-linear approaches to organizational design and development as demanded by the dynamic changes necessitated by the business environment.

- Theories of Complexity
- The Learning Organization and Transformation
- Chaos Theory
- Initiating and Managing Change

POLICY, GOVERNANCE AND MANAGEMENT

Collaborative and Network Governance

The course will look at the governance of contract and collaborative networks (resource sharing, formal contract network, joint program network), the blurring of boundaries with the involvement or incorporation of the state into such networks. Networks are horizontal, but when the state sector gets involved the structure becomes horizontal. It will be one of the paramount lessons of the course to decipher what these complexities are and how they affect programme outcomes. Sector study areas will include: disaster management, poverty reduction, social protection, crime fighting.

Private participation in policy and service delivery: public goods production, public infrastructure development and public-private partnership (legal and policy underpinnings, procurement and contracts management, project financing and corporate tax issues). The governance of water, roads, electricity and the need to include community and cultural

institutions in the processes of decision-making.

Public Budgeting Policy and Development Performance Outcomes

This will look at models of public budgeting and developmental outcomes. It will involve examination and evaluative assessment of Throne Speeches and budgets from 1989-2005. It will involve hands-on research and examination of national budgets (Caribbean).

International Public Policy

This course examines global, regional and local efforts at disaster management, pandemics and evaluations of performance. It seeks to explore whether size and relative affluence have been inhibiting factors in response and planning and implementation.

Harmonization of Sectoral and Regional Policy

Utilizing lesson drawing from the E.U. experience, this course examines the attempts at regional policy harmonization by CARICAD and their member states, with specific focus on barriers to implementation, capacity deficits and focuses on a coherent procedural framework to accomplish the harmonization objectives.

HUMAN RESOURCE MANAGEMENT

Human Capital Development

This course will explore current issues and strategies for the identification, development and retention of human capital. In particular, it will examine the strategic relevance of recruitment and selection, training and development and performance management strategies for the development and retention of the high-performing workforce. It will also demonstrate how workforce diversity can be used as a strategy to facilitate organizational learning and further used to promote creativity and innovation. In keeping with contemporary trends in this field, the course will further present techniques for the assessment of human capital and the calculation of its contribution to the asset base of organizations. A necessary component of this course will be the requirement to demonstrate the practical relevance of these strategies through the application of the principles developed to live business situations.

Knowledge Management

Many researchers consider knowledge to be the key resource for today's organization. The major challenge for organizations, however, lies in their capabilities to move knowledge from the tacit dimension (within the employee) to the explicit dimension where it can be codified and made available to the wider organization community. Within this context, the course will examine the concept of knowledge in both the tacit and explicit dimensions and explore the process by which knowledge can be created, processed, stored, shared, and finally, used to create new knowledge that can add significant value for the organization.

The course will also examine the evolution of knowledge management from a technology-based application to the emerging trends marked by the increasingly use of the term, "intellectual capital" to highlight the importance of human capital, intellectual assets, and structural capital.

Cross-cultural Management

This course will explore the cultural issues involved in managing and trading across boundaries. It will also examine issues in ethics, the corporate responsibility of transnational corporations, and communications across borders and cultures. A key component of the course will be a requirement to examine the initiatives of organizations based in the Caribbean that have pursued global expansion strategies.

Programme Coordinator: Mrs. Maxine Lettman-Hall

Master in Business Administration (MBA)

Specializations/Options:

- Banking and Finance
- International Business Management
- Human Resource Management
- Marketing Management
- Management Information Systems
- General Management

The objectives of the programme are:

- To provide junior and middle management personnel with appropriate human, technical, administrative and organizational skills for upward mobility
- To provide a sound general management base
- To encourage transformational leadership and changes relative to global competitiveness

Entry Requirements

Applicants must:

- Have a degree at honours level from an approved University or hold an equivalent qualification acceptable to the Board for Graduate Studies, The University of the West Indies, Mona.
- Have at least three (3) years' work experience in a management position.
- Be willing to commit themselves to a rigorous 16-month programme for the full-time delivery or up to 29 months for the part-time programme.

Duration of programme:
16 Months (FT) and 24 Months (PT)

Programme Structure:

The FOUNDATION Module

Foundations Skills for Graduate Management Education

Graduate Mathematics for Management Education

CORE COURSES

Teambuilding

Business in a Global Environment	Operations & Project Management
Quantitative & Statistical Techniques	Legal & Regulatory Framework for Business
Financial & Managerial Accounting	Business Research
Economics for Managers	Transformational Leadership
Financial Management	New Ventures & Entrepreneurship
Marketing for Managers	Business Policy & Strategy
Behavioural Science for Managers	Management Information Systems

Personal Development Electives

Concentrations

Banking & Finance	**Marketing Management**	**International Business**
Investment Analysis & Portfolio Management	Market Research	International Human Resource Management
Advanced Corporate Finance	Consumer Behaviour	International Business Management
International Monetary Economics & Finance	Marketing Strategy & Product Policy	International Monetary Economics & Finance
Management of Financial Institutions	International Marketing & Export Strategy	International Marketing & Export Strategy

Human **Management** **General**

Resource Management	**Information Systems**	**Management**
Human Resource Management	Management of Technology	
Industrial Relations & Negotiation Strategies	Electronic Commerce	Electives taken from any four (4) concentrations
Organizational Development & Change	Advanced Database Management Systems	
Counseling for HR Practitioners	System Design Software Engineering	

Each student is required to do the four (4) foundation courses as well as Teambuilding before proceeding to the core courses. During this time, students are also required to do two (2) Personal Development Electives.

In the second year of the programme, students are required to pursue the four (4) courses that constitute their chosen Concentration.

Courses (Core)

Course Code	**Course Name**	**No. of Credits**	**Course Weighting**
SBCO6030	Graduate Mathematics for Management Education	0	100% Continuous Assessment
SBCO6000	Foundation Skills for Graduate Management Education	0	50% Exam 50% Coursework
SBCO6060	Behavioural Science for Managers	2	50% Exam 50% Coursework
SBCO6110	Financial and Managerial Accounting	3	60% Exam 40% Coursework
SBCO6130	Economics for Managers	3	60% Exam 40% Coursework
SBCO6140	Financial Management	3	60% Exam 40% Coursework
SBCO6170	Business Analytics	3	50% Exam 50% Coursework
SBCO6520	Quantitative and Statistical Techniques	3	60% Exam 40% Coursework
SBCO6070	Marketing Management	2	60% Exam 40% Coursework
SBCO6240	Operations Management	3	60% Exam

			40% Coursework
SBCO6080	Personal Development Electives (Public Speaking, Ethics in Business, Social and Business Etiquette, Learning through Service, Action Learning Project or Career Development)	2	100% Coursework Assessment
SBCO6310	Transformational Leadership	3	40% Exam 60% Coursework
SBCO6190	New Ventures and Entrepreneurship	3	50% Exam 50% Coursework
SBCO6200	Business Policy and Strategic Management	3	40% Exam 60% Coursework
SBCO6340	Business in a Global Environment	3	70% Exam 30% Coursework
SBCO6180	MBA Final Paper	3	50% Coursework 50% Exams

Course (Electives)

Course Code	**Course Name**	**No. of Credits**	**Course Weighting**
SBFI6010	Investment Analysis and Portfolio Management	3	60% Exam 40% Coursework
SBFI6020	Advanced Corporate Finance	3	60% Exam 40% Coursework
SBFI6030	International Monetary Economics and Finance	3	60% Exam 40% Coursework
SBFI6040	Management of Financial Institutions	3	60% Exam 40% Coursework
SBMA6010	Marketing Research	3	40% Exam 60% Coursework
SBMA6020	Consumer Behaviour	3	40% Exam 60% Coursework
SBMA6030	Marketing Strategy and Product Policy	3	60% Exam 40% Coursework
SBMA6040	International Marketing and Export Strategy	3	50% Exam 50% Coursework
SBIB6010	International Human Resource Management	3	60% Exam 40% Coursework
SBIB6020	International Business Management	3	60% Exam 40% Coursework
SBHR6010	Human Resource Management	3	60% Exam 40% Coursework

SBHR6020	Industrial Relations and Negotiation Strategies	3	60% Exam 40% Coursework
SBHR6030	Organizational Development and Change	3	60% Exam 40% Coursework
SBHR6040	Counseling for Human Resource Practitioners	3	60% Exam 40% Coursework
MGMT6024	IT Project Management	3	60% Exam 40% Coursework
SBMI6020	Electronic Commerce	3	60% Exam 40% Coursework
SBMI6030	Advanced Database Management Systems	3	60% Exam 40% Coursework
COMP5120	System Design and Software Engineering	3	60% Exam 40% Coursework

Course Description:

SBCO6000: Foundation Skills for Graduate

Management Education

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

SBCO6030: Graduate Mathematics for

Management Education

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

SBCO6040: Business Research

This course provides an introduction to the concepts, language, techniques and methodologies employed in business research. It will examine the basics of social scientific enquiry, the logic of inference, the nature, sources and analysis of data, as well as the impact of data on inference. The course is intended to prepare managers to engage and converse with specialist researchers, to articulate business requirements of commissioned research as well as to interpret and evaluate and apply research output to the solution of business problems

SBCO6060: Behavioural Science for Managers

This course is intended to help participants understand why people behave the way they do, especially in the context of organizations. One particular aim of the course is to ensure that Behavioural Science concepts and theories are interpreted and understood in the context of a cross-cultural environment, with specific emphasis on the Caribbean cultural context.

SCO6070: Marketing for Managers

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

SBCO6080: Personal Development Electives

The electives will provide students with the opportunity to participate in diverse learning experiences during their programme. By virtue of their involvement in their chosen electives, students will acquire specific personal skills by engaging in seminars, workshops, special assignments or projects. Students are required to choose two (2) of the electives being offered.

SBCO6090: Legal and Regulatory Framework for Business

This course explores the legal and social responsibilities of business along with the norms and values developed by firms to meet the challenges of government regulations, community pressures and public demand for accountability. Participants in this course develop an understanding of the legal issues in the business environment and are prepared for managing within the regulatory framework in which business is conducted.

SBCO6110: Financial and Managerial Accounting

This course examines the internal accounting systems and current practices of businesses to develop an understanding of the uses and limitations of accounting information in planning, control, decision making, performance evaluation and external reporting processes. It offers a balanced coverage of the concepts, methods and uses of financial and managerial accounting information with a strong emphasis on analysis and reporting.

SBCO6130: Economics for Managers

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

SBCO6140: Financial Management

The main objective of this course is to provide an understanding of financial decision-making and financial theory from the point of view of corporate financial managers in competitive financial fields. The course explores various financial theories and their application to real life situations.

SBCO6170: Business Analytics

Business analytics refers to the ways in which enterprises such as businesses, non-profits, and Governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for a range of diverse companies (e.g. Wal-Mart, Google and Capital One). These companies have used sophisticated analytical capabilities for a wide range of tasks, for example, to match credit card offerings to customers more accurately than their competition; to update its inventory in a way that allows it to serve its customers at an exceptionally low cost. In addition, many organizations are now in need of the application of analytics to large data bases. With the increasing availability of broad and deep sources of information — so-called "Big Data"- business analytics are becoming an even more critical capability for enterprises of all types and all sizes.

SBCO6190: New Ventures and Entrepreneurship

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

SBCO6200: Business Policy & Strategy

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

SBCO6240: Operations and Project Management

The term operations management (OM) encompasses the decisions and activities involved in managing the processes and organizational subsystems that are directly geared towards the production of goods and services. This course is designed to provide students with a working knowledge of the breadth and depth of OM decisions and activities in order to develop integrative solutions to OM problems.

SBCO6310: Transformational Leadership

This course is designed to influence the views and behaviours of participants in relation to leadership and transformation. It focuses on principle centered behaviour, the ability to inspire self and others, creative thinking and problem solving as the driving forces for influencing and

managing change in the organization.

SBCO6340: Business in a Global Environment

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

SBCO6370: Management Information Systems

This course is designed to provide a fairly detailed introduction to the key managerial issues involved in the development, acquisition and use of information technology resources in organizations.

SBCO6520: Quantitative and Statistical Techniques

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

SBCO6180: MBA Final Paper

- The MBA Compulsory *MBA Final Paper* is designed to provide an opportunity for students to put into practice the principles that have been studied in the concept phase of the MBA programme.
- The *MBA Final Paper* will be developed around a particular problem in an organization in either the private, public or non-governmental sector. The problem will help students to apply their skills to solving problems in the organization of choice. The *MBA Final Paper* will be tailored to the specific interests of the students and will be carried out in cooperation with the sponsoring organization with a specific business need.
- The supervision of this project will be face-to-face. Supervision will be provided by academic advisor and project supervisor to ensure UWI/MSBM academic standards are maintained. This is also critical to ensure that students are given assignments that are befitting of graduate level work

TOTAL NUMBER OF CREDITS FOR DEGREE :

48 (Core Credits=33 Concentration =12 Compulsory MBA Final Paper =3)

Department Contact Information:
Mona School of Business

University of the West Indies
Mona
Jamaica, West Indies

Programme Coordinators:

Mr. Stephen Henderson (MBA Full-Time)
Mrs. Ingrid Nelson (MBA Part-Time)
Mr. Stephen Henderson (MBA Part-Time)
Mrs. Carole Wedderburn-White (MBA Part-Time)
Mrs. Lisa Lee (MBA Part-Time)

Master in Business Administration – Sports Management

Course Code	Course Name	No. of Credits
SBSP6010	Sport and Society	3
SBSP6020	Sport Finance and Economics	3
SBSP6030	Sport Marketing	3
SBSP6040	Sports and Event Management	3

SBSP6010: SPORT AND SOCIETY

This course concentrates on an investigation of the social significance of sport and the utilization of theoretical perspectives and ideas for understanding the role and function of sport in contemporary society. It investigates selected socio-cultural factors and contested issues prevalent in the sport industry and debates about national development. In addition, it provides opportunities to critically evaluate sports development policy and practice against emerging international trends and doctrines.

SBSP6020: SPORT FINANCE AND ECONOMICS

This course provides an overview of the application of economic decision making and the financial and accounting skills necessary for sports managers to succeed in their organizations. The course aims to provide theoretical and practical experience in handling economic and financial aspects of sports management and the challenges facing the contemporary sports industry.

SBSP6030: SPORT MARKETING

This course will illuminate the theoretical and practical applications of marketing principles, procedures, strategies and concepts as applied to sports enterprise. It helps students to analyze and make recommendations about sport marketing problems. Additionally, it emphasizes

resolution of sport marketing problems, demand analysis, consumer analysis and market analysis. Further, it addresses the uniqueness of sport marketing/branding in comparison to traditional marketing/branding approaches.

SBSP6040: SPORTS AND EVENTS MANAGEMENT

This course offers students a conceptual understanding of the principles and processes that underpin effective management of sporting events. It provides students with the means by which to make sense of the comparative events environments in the international and local arenas and use this information to critically examine and improve their practice. Students will learn about planning, design, implementation and evaluation, including the economic impacts of a variety of events

Master of Science in Telecommunications Policy and Technology Management (MSc-TPM)

The objectives of the programme are:

- To provide telecommunications executives and technical specialists in the specialized areas of policy, technology and management with in-depth knowledge of the industry

- To provide practical application of technology and information systems management to the development of the sector

- To provide more in-depth knowledge of telecoms management and ICT policy

Entry Requirements

Applicants must:

- Have an honours degree in Business Administration, Electrical Engineering, Electronics, Media and Communication, Computer Science, Information Technology, Law, Government, Economics, Public Policy, Management Studies or a related discipline or hold an equivalent qualification acceptable to the Board for Graduate Studies, The University of the West Indies, Mona.

- In exceptional circumstances, applicants who do not possess normal matriculation requirements can be recommended for admission by the Mona School of Business, subject to the approval of the Office of Graduate Studies and Research. This selection will be based on an assessment of industry and managerial experience as well as a review of any previous academic work in the field.

Duration of programme:
Twenty-One Months

Programme Structure:

CORE COURSES

Frameworks for Telecommunications and ICT Policy Making	Information Technology and Telecommunications Management
Economics of Telecommunications, IT and the Global Market	Interconnection in Telecommunication Networks
Contemporary Telecommunications Networks and Technology	Legal and Regulatory Frameworks

Electives

ICT4D-Mobile Applications and Broadband Content for Development	Comparative ICT Strategies and Business Models

Research Paper

Students are required to complete all the core courses and then select one (1) of the electives offered.
A research paper is required in order to complete the degree and can only be undertaken after the successful completion of the core courses.

Courses (Core)

Course Code	**Course Name**	**No. of Credits**	**Course Weighting**
SBCT6000	Frameworks for Telecommunications and ICT Policy Making	4	40% Exam 60% Coursework
SBCT6200	Information Technology and Telecommunications	4	40% Exam 60% Coursework
SBCT6400	Economics of Telecommunications, Information Technology and the Global Market	4	40% Exam 60% Coursework
RPTL6801	Contemporary Telecommunications Networks and Technologies	4	40% Exam 60% Coursework
RPTL6802	Legal & Regulatory Frameworks	4	40% Exam 60% Coursework
RPTL6805	Interconnection in Telecommunication Networks	4	40% Exam 60% Coursework
SBCT6800	Research Paper	8	50% Exam

			50% Coursework

Courses (Electives)

Course Code	Course Name	No. of Credits	Course Weighting
SBET6600	ICT4D – Mobile Applications and Broadband Content for Development	4	40% Exam 60% Coursework
SBET6700	Comparative ICT Strategies and Business Models	4	40% Exam 60% Coursework

Course Description

SBCT6000: Frameworks for Telecommunications and ICT Policy Making

This course seeks to provide participants with an Advanced working exposure to both the theoretical and practical implications of telecommunications policy making.

SBCT6200: Information Technology and Telecommunications Management

This course aims to provide students with an understanding of the varying approaches to managing IT systems.

SBCT6400: Economics of Telecommunications, Information Technology and the Global Market
This course seeks to provide participants with an understanding and working knowledge of the principles of economics as it relates to decision-making in the growing telecommunications market.

RPTL6801: Contemporary Telecommunications Networks and Technologies

This course is designed to establish the technical framework for telecommunication networks as it introduces fundamental concepts, clarifies terminology and gives life to the telecom networks and technologies that have so dramatically changed our lives.

RPTL6802: Legal and Regulatory Frameworks

This course provides the basis for understanding: the principles of telecommunication law and the wider legal system; and the legal basis underpinning telecom- munication policy.

RPTL6805: Interconnection in Telecommunication Networks

The objective of this course is to equip participants with an understanding of existing telecommunication networks in the context of interconnection and connectivity.

SBET6600: ICT4D – Mobile Applications and Broadband Content for Development

This course will explore and examine the mobilization of technological advancements to enable human and social development through ICTs.

SBET6700: Comparative ICT Strategies and Business Models

This course focuses on new and upcoming trends in telecommunication strategies on the micro-level in businesses and on the macro-level in countries and regions.

SBCT6800: Research Paper

This course includes special modules in **Introduction to Research Methods** and **Advanced Quantitative Research Design**. It also includes a Research Paper of 15,000-20,000 words written on a subject chosen by the candidate in consultation with the Programme Director.

Department Contact Information:
Mona School of Business
University of the West Indies, Mona
Jamaica, West Indies
tpm@uwimona.edu.jm

Programme Director: Dr. Hopeton Dunn
Director, TPM Programme, MSB

Programme Coordinator: Miss Allison Brown
allison.brown@uwimona.edu.jm

Masters in Business Management (MBM)

Specializations/Options*:* Entrepreneurship **OR** 6-8 month Internship track.

Programme Objectives: The MBM is a degree designed specifically for students who want to pursue a Masters degree in a full-time programme, and who are interested in gaining directed work experience or in entrepreneurship activities.

Entry Requirements :
Graduates from an undergraduate programme who have attained an honours degree.

Duration of programme: full-time over 18 months

Programme Structure:

The MBM has an annual intake every September, and will be offered full-time over 18 months. Participants are required to attain 51 credits for completion, which is to be accomplished through the successful completion of three distinct yet complementary components:

Component 1 - Foundation Module: The foundation module is comprised of four non-credit

courses designed to prepare the candidate with the foundation academic skills to successfully complete the MBM programme.

Component 2 - MSB Management Core: The MSB Core is comprised of a series of 14 management courses and a Personal Development Elective designed to equip the MBM candidate with a solid foundation in the key functional areas of the management of the enterprise.

Component 3 - Entrepreneurship/Internship Track: **The Entrepreneurial Track** aims to impart practical entrepreneurial and management skills grounded in a sound academic base. The programme will offer an intense blend of theory and practices delivered by a combination of industry practitioners and academics, and provide a solid cross–disciplinary foundation of management and entrepreneurial skills. It is designed to consider the dynamics of small emerging economies that operate in a regional and global context. **The Internship Track** is designed to provide an opportunity to put into practice, the principles students have studied in the first two components. This is a 6-8 month directed, "project-based apprenticeship" in a private firm or government agency, aimed at providing experience in practical application.

Courses (Core):

Course Code	Course Name	No. of Credits	Course Weighting
	Learning Strategies	0	
	Computer Business Applications	0	
SBCO6000	Foundation Skills for Graduate Management Education	0	50% Exam 50% Course work
SBCO6030	Graduate Mathematics for Management Education	0	100% Continuous Assessment
SBCO6040	Business Research	2	60% Exam 40% Course work
SBCO6060	Behavioural Science for Managers	2	50% Exam 50% Course work
SBCO6070	Marketing Management	2	60% Exam 40% Course work
SBCO6090	Legal and Regulatory Framework for Business	2	60% Exam 40% Course work
SBCO6110	Financial and Managerial Accounting	3	60% Exam 40% Course work
SBCO6130	Economics for Managers	3	60% Exam 40% Course work
SBCO6140	Financial Management	3	60% Exam 40% Course

			work
SBCO6190	New Ventures and Entrepreneurship	3	50% Exam 50% Course work
SBCO6200	Business Policy and Strategic Management	3	40% Exam 60% Course work
SBCO6240	Operations Management	3	60% Exam 40% Course work
SBCO6310	Transformational Leadership	3	40% Exam 60% Course work
SBCO6340	Business in a Global Environment	3	70% Exam 30% Course work
SBCO6370	Management Information Systems	2	60% Exam 40% Course work
SBCO6520	Quantitative and Statistical Techniques	3	60% Exam 40% Course work
SBCO6080	Personal Development Electives (Public Speaking, Ethics in Business, Social and Business Etiquette, Learning through Service, Action Learning Projects or Career Development)	2	100% Coursework assessment

Courses (Electives)

Course Code	**Course Name**	**No. of Credits**	**Course Weighting**
SBBM6010	Experiences in Entrepreneurship	4	55% Exam 45% Course work
SBBM6020	Current Issues in Caribbean Entrepreneurship	4	100% Continuous Assessment
SBBM6030	Entrepreneurial Resources	4	50% Exam 50% Course work

TOTAL NUMBER OF CREDITS FOR DEGREE: 51

Course Description:

Learning Strategies

This course provides a brief overview of the requirements and challenges involved in pursuing graduate studies. It equips students with an understanding of learning principles, strategies and

styles which should be used to derive maximum benefit from the diverse teaching strategies and styles to which they will be exposed. Emphasis will be placed on integrating learning styles with methods usually employed at the graduate level.

Computer Business Applications

All students in the EMBA and MBA programmes are expected to make considerable use of computers during their programme of study. It is for this reason that possession of a laptop is considered essential for participation in and out of class. This course will provide students with an introduction to the major software applications that are used in business and which they will be expected to use during the programme. Included will be applications such as Excel, PowerPoint and Word. Students will also be exposed to guidelines on document preparation and use of Internet sources in research.

SBCO6000: Foundation Skills for Graduate Management Education

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

SBCO6030: Graduate Mathematics for Management Education

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

SBCO6040: Business Research

This course provides an introduction to the concepts, language, techniques and methodologies employed in business research. It will examine the basics of social scientific enquiry, the logic of inference, the nature, sources and analysis of data, as well as the impact of data on inference. The course is intended to prepare managers to engage and converse with specialist researchers, to articulate business requirements of commissioned research as well as to interpret and evaluate and apply research output to the solution of business problems

SBCO6060: Behavioural Science for Managers

This course is intended to help participants understand why people behave the way they do, especially in the context of organizations. One particular aim of the course is to ensure that Behavioural Science concepts and theories are interpreted and understood in the context of a cross-cultural environment, with specific emphasis on the Caribbean cultural context.

SCO6070: Marketing for Managers

This course introduces participants to the theoretical and conceptual underpinnings of marketing. The course goes beyond marketing theories and concepts to show how the application of marketing principles can assist decision makers in public and private sector organizations in

Jamaica and the Caribbean to develop and implement marketing strategies that will enhance their competitive positions in the global economy.

SBCO6090: Legal and Regulatory Framework for Business

This course explores the legal and social responsibilities of business along with the norms and values developed by firms to meet the challenges of government regulations, community pressures and public demand for accountability. Participants in this course develop an understanding of the legal issues in the business environment and are prepared for managing within the regulatory framework in which business is conducted.

SBCO6110: Financial and Managerial Accounting

This course examines the internal accounting systems and current practices of businesses to develop an understanding of the uses and limitations of accounting information in planning, control, decision making, performance evaluation and external reporting processes. It offers a balanced coverage of the concepts, methods and uses of financial and managerial accounting information with a strong emphasis on analysis and reporting.

SBCO6130: Economics for Managers

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

SBCO6140: Financial Management

The main objective of this course is to provide an understanding of financial decision-making and financial theory from the point of view of corporate financial managers in competitive financial fields. The course explores various financial theories and their application to real life situations.

SBCO6190: New Ventures and Entrepreneurship

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

SBCO6200: Business Policy & Strategy

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

SBCO6240: Operations and Project Management

The term operations management (OM) encompasses the decisions and activities involved in managing the processes and organizational subsystems that are directly geared towards the production of goods and services. This course is designed to provide students with a working knowledge of the breadth and depth of OM decisions and activities in order to develop integrative solutions to OM problems.

SBCO6310: Transformational Leadership

This course is designed to influence the views and behaviours of participants in relation to leadership and transformation. It focuses on principle centered behaviour, the ability to inspire self and others, creative thinking and problem solving as the driving forces for influencing and managing change in the organization.

SBCO6340: Business in a Global Environment

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

SBCO6370: Management Information Systems

This course is designed to provide a fairly detailed introduction to the key managerial issues involved in the development, acquisition and use of information technology resources in organizations.

SBCO6520: Quantitative and Statistical Techniques

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

SBCO6080: Personal Development Electives

The electives will provide students with the opportunity to participate in diverse learning experiences during their programme. By virtue of their involvement in their chosen electives, students will acquire specific personal skills by engaging in seminars, workshops, special assignments or projects. Students are required to choose two (2) of the electives being offered

SBBM6010: Experiences in Entrepreneurship

This course aims to bring the student entrepreneur into intimate contact with the multi-dimensional world of entrepreneurship and the entrepreneur through an experiential learning approach. The student will choose two assignment options to work on over the two semesters. All cohort members will form a business management team at the beginning of Semester 1 to host an annual one-day MSB Entrepreneurship Seminar held at the end of Semester 2.

SBBM6020: Current Issues in Caribbean Entrepreneurship

This specialist course aims to explore other important issues in entrepreneurship that are of particular relevance to the Caribbean entrepreneur. The structure of this course is meant to be dynamic as modules may be changed from time to time to reflect the current issues that impact the Caribbean entrepreneur.

SBBM6030: Entrepreneurial Resources

Entrepreneurial Resources in an in-depth entrepreneurial course specifically intended to provide participants with an entrepreneurial advantage by addressing an area of Caribbean Entrepreneurship that is critical to new business start up and growth. The course explores the entrepreneurial approach to resources framed in a national and regional context, taking a look at both financial and non-financial resources for the venture.

Department Contact Information:
Mona School of Business
University of the West Indies
Mona
Jamaica, West Indies

Academic Director: Dr. Lila Rao-Graham

Diploma in Business Administration

The objectives of the programme are:

- To provide a programme complete in itself, which develops a range of cognitive skills, for middle management professionals who wish to acquire a diploma only

- To develop foundation level competencies in specific core subjects necessary to meet the requirements of the MBA programmes

- To provide an opportunity to assess applicants whose business and life experiences attest to their maturity and intellectual capacity to complete higher levels of study

Entry Requirements

Applicants must:

- Have a first degree or hold technical or professional qualifications or equivalent qualifications acceptable to the Board for Graduate Studies, The University of the West Indies, Mona.

- Applicants should have practical experience or other qualifications deemed by MSB to have special relevance to the programme

Please note: Successful completion of the Diploma

Programme does not guarantee admission to the Master in Business Administration programmes. To be considered for entry to the EMBA/MBA Programmes students must:

- Have a First degree (or qualifications deemed appropriate by the University)
- Pass all Diploma courses, having had no more than one re-sit
- Obtain a minimum of **7 B+s**

Duration of programme:
Twelve Month

Programme Structure:

Courses

Essentials of Critical Analysis & Communication	Learning Strategies
Essentials of Business Computing	Essentials of Quantitative Methods
Essentials of Marketing Management	Essentials of Business Plan Creation
Essentials of Managerial Theory	Essentials of Managerial Economics
Essentials of Financial & Managerial Accounting	Integrative Research Project

Courses

Course Code	**Course Name**	**No. of Credits**	**Course Weighting**
SBBA6000	Essentials of Critical Analysis and Communication	2	100% Coursework
SBBA6100	Learning Strategies	0	60% Exam 40% Coursework
SBBA6200	Essentials of Business Computing	3	60% Exam 40% Coursework
SBBA6300	Essentials of Quantitative Methods	3	60% Exam 40% Coursework
SBBA6400	Essentials of Marketing Management	3	60% Exam 40% Coursework
SBBA6500	Essentials of Business Plan Creation	2	50% Exam 50% Coursework
SBBA6600	Essentials of Managerial Theory	3	50% Exam 50% Coursework
SBBA6700	Essentials of Managerial	3	60% Exam

	Economics		40% Coursework
SBBA6800	Essentials of Financial and Managerial Accounting	3	60% Exam 40% Coursework
SBBA6900	Integrative Research Project	3	40% R/Seminar 60% R/Project

Course Description:

SBBA6000: Essentials of Critical Analysis and Communication

This course will guide students through concepts and techniques for more effective critical thinking, for results-oriented written and oral communication and for analysing data in meaningful ways for reporting in academic and work applications.

SBBA6100: Learning Strategies

This short course is designed to assist students to develop the necessary approaches and skills to enable them to apply higher level learning processes including analysis, synthesis, evaluation and application.

SBBA6200: Essentials of Business Computing

This course will introduce students to the basic and intermediate training in Microsoft Excel and Access, in order to attain an acceptable level of proficiency in these fundamental computing skills. Additionally, it will provide exposure to the factors that determine the choice of database tools (e.g., Microsoft Access) in preference to spreadsheets.

SBBA6300: Essentials of Quantitative Methods

This course introduces the foundation concepts and commonly used quantitative and statistical techniques in management decision-making. The core of the course is geared towards functional competence in the use of fundamental quantitative and statistical techniques to formally structure business decision problems.

SBBA6400: Essentials of Marketing Management

This course will introduce the fundamentals of marketing management which are applicable to firms. The course content covers activities in the marketing process which are used globally to generate development.

SBBA6500: Essentials of Business Plan Creation

This course will provide students with the fundamentals for creating an effective Business Plan, through examination of core business planning concepts and practical examples.

SBBA6600: Essentials of Managerial Theory

This course will expose students to a contingency view of management as the process of organizing resources to set and accomplish organizational goals. It examines the tasks and styles of managers in both the private and the public sectors, introduces the practice of management and traces its evolution.

SBBA6700: Essentials of Managerial Economics

This course is designed to provide a basic understanding of the central problem of economics and the mechanisms used to resolve them. Additionally, it examines the standard paradigms of economic theory and how they are deployed to analyze the behaviour of firms, markets and the general economy.

SBBA6800: Essentials of Financial &
Managerial Accounting

This course entails a study of how management accounting aids in the decision making process by providing management with pertinent financial information.

SBBA6900: Integrative Research Project

The course will consist of two modules: a seminar in research methods and a supervised research project. The seminar will introduce students to the fundamentals of research design and require the preparation of a proposal and research plan for the research project. The research project will involve the undertaking of an inquiry about a practical problem that requires the collection and evaluation of relevant data.

Department Contact Information:

Mona School of Business
University of the West Indies
Mona
Jamaica, West Indies

Programme Coordinator: Mrs. Ingrid Nelson

Master of Science in Enterprise Risk Management (MSc. ERM)

Programme Objectives:

The MSc. ERM degree programme is designed to address the demand in the financial services and other industries for modern risk management talent. Risk professionals require a set of integrated skills in risk modeling and management of the risks associated with assets/liabilities of their business operations. The programme is designed to produce graduates proficient in contemporary risk analysis techniques and management practices to address complex risk issues.

The main aims of the MSc. ERM are to:

- Introduce the basic concepts and techniques of quantitative risk management across an enterprise, as well as the business context in which such risk management takes place.
- Provide a good grounding in risk management best practices.
- Identify and measure risks; to take actions to mitigate risks and exploit opportunities.
- Apply quantitative as well as qualitative approaches to risk management.

- Familiarize students with computational techniques and risk management software.

Entry Requirements:

Minimum GPA of 3.0 in a Bachelor's degree (or equivalent from on overseas institution) in a quantitative discipline.

Preference will be given to applicants with three (3) years relevant work experience.

Duration of programme:

Twenty four (24) months part-time (evenings)

Programme Structure:

The MSc. ERM has an annual intake every September, and will be offered part-time over twenty four (24) months. Participants are required to attain 45 credits for completion.

Courses (Core):

Course Code	Course Name	No. of Credits
No Code	Computer Business Applications	3
MATH6701	Mathematics for ERM	3
MATH6702	Statistical Methods for ERM	3
MTRM6010	Risk Categories & Identification	3
MTRM6020	Time Series Analysis	3
MTRM6030	Stochastic Calculus	3
MTRM6040	Quantitative Analysis of Financial Data	3
MTRM6050	Risk Management & Optimization	3
MTRM6060	Credit Risk Management & Modelling	3
MTRM6070	ERM Concept, Framework & Process	3
SBRM6010	Risk Management in the Business Enterprise	3
SBRM6020	Corporate Finance	3
SBRM6030	Financial Markets	3
SBRM6040	The Economics of Enterprise Risk Management	3
SBRM6050	ERM Governance	3
SBRM6060	Ethical, Legal & Regulatory Framework for ERM	3
SBRM6070	ERM in the Global Business Environment	3
SBRM6080	Leading Issues in ERM: A Project-Based Approach	3

Course Description:

COMPUTER BUSINESS APPLICATIONS

This course will provide students with an introduction to the major software applications that are used in business and which they will be expected to use during the programme. Included will be applications such as Excel, PowerPoint and Word. Students will also be exposed to guidelines on document preparation and use of Internet sources in research.

MATH6701: MATHEMATICS FOR ERM

The course is divided into four sections, namely; Sequence & Series, Calculus, Linear Algebra and Numerical Methods. First, we will look at limits and continuity, Taylor series and sequences. Secondly, we introduce functions of one and several variables, differentiation, integration, partial differentiation, Optimisation, and Lagrange multipliers. Thirdly, we solve a system of equations, eigenspace, and quadratic forms. Finally, we look at methods of solving linear and non-linear equations, cholesky decomposition, constrained and unconstrained numerical optimisation and finite difference methods.

MATH6702: STATISTICAL METHODS

This course will introduces and examine ways of presenting statistical information graphically and descriptively. We then proceeds to ideas of probability, distribution and density along with expectation and variation. Building on this, we look at special type of probability distribution, such as, normal, lognormal, and others. What makes a good estimator? Confidence intervals, hypothesis testing and regression. In addition, the **statistical package R** will be used throughout the course.

MTRM6010: RISK CATEGORIZATION & IDENTIFICATION

Traditional risk management approaches are typically done on a silo basis. What has generally been lacking is the ability for companies to assess their key risks on an integrated basis and in a quantitative manner. Enterprise risk management is a significant advancement in the field of risk management and provides a process for companies to identify, measure, manage and disclose all key risks. In this course the student will learn keys to successful risk identification and develop risk categorization and definition tools. The student will understand the types of risks faced by an entity and be able to identify and analyze those risks in an integrated manner as a portfolio.

The course seeks to provide a thorough grounding in the identification and assessment of a wide range of risks that an entity might be exposed to in order to facilitate accurate and timely decision making in terms of the actions necessary to counter (or exploit) the risks.

MTRM6020: TIME SERIES ANALYSIS

Time series data, for example records of stock market indices, are in general not susceptible to classical statistical analysis, since observations tend to be correlated in time. Time series analysis is a specialized branch of statistical science which deals with such data sets, providing an essential toolset for finance and business analysis, economic forecasting, and decision-making.

The course covers the fundamental concepts required for the description, modeling and forecasting of time series data. A particular emphasis is placed on the analysis of real-world data sets from finance and economics, and a practical laboratory component introduces students to the software package R (or other software).

MTRM6030: STOCHASTIC CALCULUS

Stochastic calculus is a branch of mathematics that operates on stochastic processes. The methods of stochastic calculus have turned out to be most suitable for an adequate description of

the evolution of basic (bonds and stocks) and derivatives (forwards, futures, options etc) securities. The course aims at providing students with the tools required for a rigorous understanding of financial modelling and pricing techniques and therefore provides the mathematical grounding for financial derivatives.

MTRM6040: QUANTITATIVE ANALYSIS OF FINANCIAL DATA

This is a course in quantitative risk management and financial econometrics. In this course focus will be on the statistical modelling of financial time series (asset prices and returns) with an emphasis on modelling volatility and correlation for quantitative risk management. This course discusses the various approaches to analyze and model financial data with real and simulated data via the computer package R (or other programming language).

The aims of the course are to introduce state-of-the-art techniques for modelling financial time series and managing financial risk and to use the open source R statistical software (or other software) to provide hands-on experience with real world data.

MTRM6050:RISK MANAGEMENT & OPTIMIZATION

The student will understand the means available for managing various risks and how an entity decides on which technique is appropriate. This is a follow-up course to Risk Categories and Identification. After identification the risks, the student will understand how risks are measured and the strategic decision process for taking action (mitigate risks or exploit risky opportunities).

MTRM6060: CREDIT RISK MANAGEMENT & MODELLING

This course is an introduction to credit risk management and to the models for analyzing, predicting and mitigating credit risks. Students will learn the basis for widely used modelling methods for credit risk assessment and implement those methods through programming assignments using R (or other software).

The aims of the course are:

- To introduce students to quantitative models for measuring and managing credit risks
- To provide students with a critical understanding of the credit risk methodology used in the financial industry
- To give students an appreciation of the regulatory framework in which the models operate

MTRM6070: ERM CONCEPT, FRAMEWORK & PROCESS

The candidate will demonstrate an understanding of the ERM concept, understand the components of an ERM framework, be able to evaluate the appropriateness of a framework in a given situation and understand each step of the ERM process.The course aims to provide students with a good understanding of ERM and the regulatory frameworks who can execute ERM at the strategic level to drive decision making.

SBRM6010: RISK MANAGEMENT IN THE BUSINESS ENTERPRISE

The management of risks in business enterprises represents one of the greatest challenges facing business leaders in the world. The awareness of risks, identification of risks and the tools and methodologies of measurement and management of risks facing the enterprise are either non-

existent or inconsistently applied in individual enterprises and across business sectors. Each risk type is usually handled in isolation: only the financial risks have commonly received robust quantification.

Operational risk has received attention primarily by companies in particular industries where operational failures are a common hazard. The specialized knowledge and techniques developed for these sectors are incorporated into ERM and can be critically applied across a broader spectrum of industries to mitigate operational risks that are critical impediments to business performance and creation of shareholder value.

SBRM6020: ECONOMICS OF ENTERPRISE RISK MANAGEMENT

The Economics of Enterprise Risk Management course provides a broader economic framework and context, whereby risks can be identified and interpreted using economic theory and thought applicable to its interpretation. For example, in a global marketplace, the enterprise must be increasingly conscious about how and when changes in demand and supply of commodities and financial flows in world markets will transmit to their own arena and trigger off a cascade of events that puts the enterprise in jeopardy, if no risk mitigation action is taken. Conversely, opportunities emerging in local and foreign markets may be missed and not included in the enterprise's risk management and strategic plans.

This course equips the student with the requisite tools of economic analysis to effectively recognize, evaluate, measure and manage an array of risks within a comprehensive economic and risk management framework. The Economics of Enterprise Risk management course will be pivotal in informing other coursework relative to fundamental analysis of economic activity affecting the business of the enterprise globally.

SBRM6030: CORPORATE FINANCE

The main objective is to provide an understanding of corporate finance concepts and decision making in competitive financial markets from the point of view of risk managers. This course serves as an introduction to corporate finance and financial management for students pursuing the masters in Enterprise Risk Management.

The course's objective is to provide a framework, concepts, and tools for analyzing corporate finance problems and issues, based on the fundamental principles of modern financial theory, with an understanding of application to "real-world" situations. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques, cash flow development and analysis, required returns and the cost of capital, corporate capital budgeting, company and security valuation, working capital management, capital structure and company restructuring issues. In all cases an underlying focus will be on the analysis of risk and the tools of risk mitigation from a corporate finance perspective.

SBRM6040: FINANCIAL MARKETS

Risk managers must be familiar with the workings of financial markets. They must understand the capabilities provided by the financial sector to mitigate risk. They must also understand the inherent risks facing the financial sector. To do both they must have a good understanding of how financial markets and institutions work.

Well functioning markets are constantly changing, so too with financial markets. It was not long ago that most financial markets were domestic in scope and limited in institutional variety. Today financial markets are global in nature, with open foreign exchange markets and a growing

variety of financial institutions and instruments. These changes have increased the importance of readily available and accurate information and of a well designed regulatory framework. Moreover, with global financial markets being harsh in response to poorly managed economies, national, regional and international economic management has taken on increased importance. This course, therefore, will examine financial markets in terms of the tools it provides to the risk manager as well as looking at the risks, especially those of a systemic nature that are often created and propagated by financial markets.

SBRM6050: ENTERPRISE RISK MANAGEMENT GOVERNANCE

The topical focus of this course is corporate governance and prioritization of Enterprise Risk Management as a critical element of the responsibility of the Board and senior executives. The recent financial crisis created major disruptions in the financial services and other industries globally and has called into question the effectiveness of governance structures in enterprises. It has revealed significant weaknesses in the risk management systems, silo management infrastructures, disparate systems and processes, fragmented decision-making, inadequate forecasting and a lack of cohesive and timely reporting to and action by senior management.

This recognition has forced Boards of Directors to rethink risk strategies and change from a purely oversight role to active participation in defining the enterprise's risk appetite and approving broad risk parameters. Chief Financial officers are also redefining their role to better align financial functions with risk management teams, so that risk governance, finance and capital allocation decisions reinforce each other rather than work at cross purposes.

SBRM6060: LEGAL AND REGULATORY FRAMEWORK FOR ENTERPRISE RISK MANAGEMENT

Businesses operate in a global environment and are increasingly exposed to changes in laws and regulations not only in their home country, but in foreign jurisdictions. In managing enterprise risks, practitioners must be mindful of key legal concepts and their interpretation in different legal systems. Decision-makers must be aware of the necessity of establishing mechanisms for obtaining appropriate local and foreign legal counsel, when engaging in foreign market entry through non-equity or equity modes (Foreign Direct Investments) or in creating strategic Alliances and Networks. Foreign trade transactions also have implied legal risks should there be a disagreement. Firms are exposed to litigation risk arising from liabilities incurred in various transactions with businesses or individuals or from Regulatory Institutions. The latter may result from failure to comply with local or foreign Laws and Regulations.

The Course will look at the legal relationships between firms, the state and the wider society and will examine the legal and regulatory environment that business organizations face in Caribbean societies and globally; and the implications for identification, management and mitigation of legal and regulatory risk.

SBRM6070: ERM IN THE GLOBAL BUSINESS ENVIRONMENT

ERM in the Global Business Environment recognizes the global nature of the business conducted by enterprises and that are most evident in the conduct of multinational enterprises. Because firms exist in globalized markets where firm competition is extended and dynamic; all firms including those who consider themselves primarily "domestic firms" must recognize that competition in their home market can be affected by entry of foreign firms into their market. Such competition presents strategic risks for the enterprise and challenges for creatively managing the normally considered enterprise risks that it faces.

This course integrates a deeper understanding of the strategies practiced by firms as they enter foreign markets or their business expands over an extended geographical space; with the related challenges of managing the underlying measurable and quantifiable risks. Such risks relate to Credit extension, Foreign exchange trading, off-balance-sheet transactions, Country or Sovereign Risks, Liquidity, Insolvency, Market, Reputational, Operational and other risks. The course also seeks to address the inter-play of these risks across global horizons.

SBRM6080: ENTERPRISE RISK MANAGEMENT INTEGRATIVE MODULE (Leading Issues in ERM: A Project-Based Approach)

This primary aim of this course is to help students develop the capability to use the concepts, frameworks and techniques presented in the ERM courses to analyze and integrate the skills and concepts into a practical risk management framework to address enterprise risks confronting a business enterprise and its related Industry. It is also aimed at developing the capability to synthesize technical analyses and risk modeling and present information in a readily understandable form for utilization by senior management engaged in strategy and policy formulation and managerial decision-making as well as the measurement and management of the full spectrum of enterprise risks.

The module project draws on the mathematical and quantitative underpinnings of the ERM courses coupled with the Business Management discipline and is intended to create a functional skill base pivoting on the following basic objectives. These are to:

1) stimulate cross-functional skill integration 2) foster an awareness of the kinds of adjustments often necessary when applying theoretical concepts and frameworks to analyze actual business problems; and 3) develop students' capability to draw appropriately qualified inferences from numeric data and other factual information, as well as formulate appropriately tailored recommendations.

Department Contact Information:
Mona School of Business
University of the West Indies
Mona
Kingston 7

Programme Coordinator: Ms. Annick Brissett

DEPARTMENT OF SOCIOLOGY, PSYCHOLOGY & SOCIAL WORK

Head: Dr. Orville Taylor

The Department offers several programmes at the graduate level, each functioning independently of the others. The Graduate Coordinator for the Department is Dr. Peta-Anne Baker. Each programme has an independent Programme Coordinator who is responsible for guiding the technical contents of his/her programme and ensuring that University guidelines are observed. There is a Graduate Committee on which all graduate lecturers and supervisors (full-time staff) are represented.

The Department of Sociology, Psychology and Social Work offers the following Graduate Programmes:

- MSc Clinical Psychology

- MSc Applied Psychology
- MSc Demography
- MSc Human Resource Development (HRD)
- MSc Sociology

Specializations are available in the following areas:

- Social Anthropology
- Social Policy and Administration
- Sociology of Development
- Social Policy and Development (Joint specialization)
- MPhil/PhD Sociology (by Research)
- Master of Social Work (MSW)
- PhD Organizational Behaviour

MSc Clinical Psychology

Duration of programme: 2 years (full time only)

The MSc in Clinical Psychology is offered on a full-time basis. Students are expected to complete all requirements for the programme, including the practicum and research paper, in two academic years.

Programme Structure:

To earn the MSc in Clinical Psychology, students must successfully pass:

- Ten taught courses (30 credits)
- Two ethics seminars (2 credit)
- Four practical (10 credits)
- Research paper, (6 credits)
- Comprehensive exam

The MSc in Clinical Psychology is currently offered only on a full-time basis. Students should be able to complete all requirements for the programme, including the practicum in two calendar years. The programme runs for 4 terms and includes a summer practicum.

Course Description:

PS61A/PSYC 6021 – Psychopathology (3 credits)

This course aims to provide students with the knowledge and skills required to accurately diagnose the wide range of mental health problems affecting adults, adolescents and children in the Caribbean. The course will focus on the multi-axial diagnostic approach of the Diagnostic and Statistical Manual- IV. The course will begin with a review of the development of the multi-axial approach, cover issues pertaining to the reliability and validity of making a diagnosis and discuss the stigma of being diagnosed with a mental illness. All major diagnostic categories of mental illness will be discussed, including the diagnostic criteria, associated features and risk factors. Special attention will be given to the application and relevance of the diagnostic categories to the Caribbean people.

PS62A/PSYC 6014 – Psychological Assessment I
(3 credits)

PS62B/PSYC 6015 – Psychological Assessment
(3 credits)

This course will introduce students to the major assessment instruments used by Clinical Psychologists to assist in the understanding, diagnosis and treatment of mental disorders. Part I will focus on cognitive assessment and Part II will focus on personality assessment. The course will cover theoretical issues related to psychological assessment, choice of assessment instruments, scoring and interpretation of measures and writing an integrated psychological assessment report. The course will also train students to carry out a diagnostic interview, a mental status examination and to do a suicide assessment.

PS63A/PSYC 6017 - Clinical Research Skills
(3 credits)

This course aims to build upon and consolidate the research skills which students will have acquired as part of their undergraduate studies, so that they are competent to undertake and evaluate research during their clinical career, and be able to rigorously determine the success of any clinical intervention strategy. The course will commence with a review and revision of basic statistical concepts, including correlation, regression, and comparison of means. It will then go on to consider multiple regression, factor analysis, and advanced analysis of variance techniques. The design and analysis issues involved in a variety of clinical areas will then be outlined. The statistical package used will be SPSS.

PS64A/PSYC 6017 – Caribbean Psychology (3 credits)

The goal of this course is to help students develop their understanding and awareness of the psychological and cultural characteristics of Caribbean people through an examination of their historical and social development. Topics to be covered include the effects of colonialization, modem Caribbean life and manifestations of mental illness in Caribbean people.

PS66A/PSYC 6018 – Individual Psychotherapy- Research and Theory (3 credits)

This course will expand on students' knowledge of the techniques and processes of individual psychotherapy. The course will also examine the major theories that guide the application of the ethical principles of psychotherapy. Following this will be an exploration of communication, interviewing, therapeutic and problem-solving skills, as well as the development of treatment plans. Major psychological theories will be reviewed and applied to individual cases. Finally, research into the effectiveness of psychotherapy will be reviewed and discussed. All students will be required to undergo six (6) sessions of individual therapy.

PS67A – Issues of Human Development (3 credit)

The course explores the social/cultural dilemmas affecting humans as they interact with the

environment and takes student through the stages of human development from conception to death. The course will examine the impact of aging on mental health. Students are encouraged to learn and apply a variety of psychosocial perspectives to the various crises of human development. Though emphasis is placed on the psychosocial challenges of the healthy individual at each developmental stage, students will examine both the positive outcomes as well as the pathologies of each stage with a view to better understanding the complexity of possible presenting issues of clients.

PS68A/PSYC 6022 – Applied Health Psychology
(3 credit)

This course aims to provide students with a thorough knowledge of current theories in health psychology and how these can be applied to problems and interventions within the health sector. The course will review theories which have been put forward to explain patient behaviour and behavior change, stress and coping, illness perception and pain. In each case, the use of theory to guide appropriate intervention strategies will be discussed.

PS69A/PSYC6028 – Clinical Neuropsychology (3 credit)

This course aims to provide students with a thorough knowledge of current neuropsychological theories and how these are applied to assessment. The course will review the theories which have been put forward in the major domains of cognitive functioning, i.e. perception, attention, memory, and language. Students will be introduced to the various assessment instruments that have been designed to evaluate functioning in each of these domains. Students will have opportunities to practice carrying out each of these various types of assessment and guided through the appropriate reporting of findings. The major neurological conditions will be covered and the typical neuropsychological findings, discussed, including head injury, stroke, alcohol abuse and dementia. Finally, issues around the assessment of children and specific disorders such as attention deficit hyperactivity will be discussed.

SW65C/SOWK6016 – Group Therapy (3 credits)

This course is both theoretical and practical in nature. Theories, models and techniques will be examined from both generalist and clinical perspectives within the context of critical issues and problems requiring counseling interventions. Students are expected to participate in self-exploration and leadership activities as part of their own development as group counselors. In addition the course will provide hands on exposure to the practice of organizing and implementing a group counseling project which will require students to participate in at least one and possibly two week-ends of work-shop activities.

SW68B/PSYC 6017 – Family Therapy (3 credits)

This course will provide students with an opportunity to understand the theoretical concepts and techniques of family therapy. In pursuing this course students will have the opportunity to integrate class and field experiences with a special focus on family assessment and treatment. There will be an emphasis on professional awareness and self-evaluation. Students will develop perceptual and conceptual skills that enable them to identify transactional patterns in families and to understand family functioning from a systems perspective. A range of strategies will be examined, involving the differential use of contemporary therapeutic modalities, particularly as they relate to their usefulness for the Caribbean.

PS60A/PSYC 6031 – Practicum 1- (1 day per week) (1 credit)

PS60B/PSYC 6024 –- Practicum 11- (2 days per week) (2 credits)

PS60C/PSYC 6025 – Practicum III (4 days per week) (4 credits)

PS60D/PSYC 6026 – Practicum IV (21/2 days per week) (3 credits) (Can be taken in either Semester I or Semester II

Practical experience is provided through psychologist supervised placements (internal and external). The course structure includes 95 days of clinical experience.
Internal placements: These placements will be conducted in the Section of Psychiatry at the University Hospital of the West Indies and other University clinics

External placements: All external placements will be undertaken under the guidance of clinical/counselling psychologists located at the site. Psychologists within the Psychology Unit or the Section of Psychiatry will sometimes provide supervision to supplement what is received at the external placement. Selection of placement sites will be guided by an attempt to match skills and interests of the students with appropriate supervisors and settings.

Placement setting will include organizations outside of the Section of Psychiatry in which clinicians typically work, for example, community mental health centres, psychiatric hospitals, general hospitals, crisis intervention centres, other specialist centres, schools and businesses.

During the first year in the Masters Programme (Practicum 1 & Practicum II - internal placements), students will initially observe cases and then begin to take on more responsibility for casework as their confidence and skills develop. Students are expected to develop skills in interviewing, history taking and planning therapeutic intervention. These skills will later be used to address general psychological problems. Students will also attend weekly seminars on Psychopharmacology. During the third and fourth practicum placements (external placements), these aims are further reinforced with more intense supervision to further hone diagnostic and therapeutic skills.

NOTE: ***Placement during the summer (Practicum III) will only be made after successful completion of PS 62A, PS 62B, PS 66A and PS 65A.***

PS65A/PSYC 6023 – Issues of Caribbean Psychology: Ethics and Professional Practice Seminar I (1 credit)

PS65B/PSYC 6020 – Issues of Caribbean Psychology: Ethics and Professional Practice Seminar II (1 credit)

PS 65A/PSYC 6023 will be attended by first year students and will incorporate teaching of various legal and ethical codes/guidelines, inclusive of the APA Code of Ethics and the Jamaican Ethics Code of Conduct for Psychologist. **PS65B/PSYC 6020** will be attended by second year students and will be delivered via student led presentations and seminars. The goals of these courses are to develop an awareness of current professional and ethical issues in the practice of Clinical Psychology, and to foster an awareness of the specific context of (Course Code/Name)

PS680/PSYC 6027 – Research Paper (6 credits)

All students will complete, under academic supervision, a research paper on a topic relevant to Clinical Psychology.

PS690/PSYC 6029 – Comprehensive Examination

At the end of the second year, students will sit a comprehensive examination that will assess their ability to apply their theoretical and practical skills in Clinical Psychology. Students require a passing grade before recommendations for graduation can be made. If the student fails the examination, they are allowed to take it again when it is next offered.

Research Seminars

During the first year, students will attend research seminars on the 1st and 3rd Friday of the month. The objective of the seminars is to facilitate research awareness and interest in the students by allowing them to discuss research topics and statistical analyses appropriate for implementation of their research. Students will also be expected to review recent journal articles and conduct a thorough critique on the literature, methodology and findings through presentations. Students will be matched to a supervisor who shares similar research interest as them by the end of the first year.

Group Experience

During the second year, students will be required to participate in a year long group therapy experience.

Sexuality Workshop is held in February of each year

Substance Abuse Workshop is held in July of each year

Comprehensive Examination

The university requires that students in the Clinical Psychology Programme take a comprehensive examination for completion of the programme. The comprehensive examination is held once per year and administered over a period of two days in the month of July in the second year of study. A student may not take the comprehensive examination until he or she has completed all requirements for the master's degree, with exception of the research paper.

A student's performance on the examination should reflect the body of knowledge that he or she has gained during graduate training. The examination is comprehensive and preparation for it is not limited to a review of coursework. The examination questions are essay questions, and good answers involve integration across a broad range of material. The two days focus on different areas: Day I - Psychotherapy and Day II - Assessment.

Students must pass both days to pass the comprehensive exam. A student who fails an area of the comprehensive examination is required to be retested on that area during the subsequent administration of the examination. A student is allowed to fail any given area only once. Failing an area twice results in termination of the student from the clinical programme.

Programme Coordinator: Dr. Stacey Brodie
Walker Stacey.brodie@uwimona.edu.jm

MSc Applied Psychology

The M.Sc. programme is designed on the scientist-practitioner model. It prepares graduates for research, policy analysis, intervention and consulting in a wide range of different settings including government agencies, industrial organizations, schools, social service agencies, community-based organizations, research firms, trade unions, hospitals and clinics.

Requirements to earn the degree

To earn the M.Sc. in Applied Psychology, students must pass:

1. Seven (7) compulsory content courses
2. Four (4) approved electives (at least 12 credits)
3. One (1) practicum
4. One (1) research paper

Students must earn at least 37 credits to earn the degree.

Enrollment Option: Full-Time

Compulsory content courses, practicum and research paper

Course code	Courses	Credits (total of 25)
PSYC6000	Themes in Applied Psychology	3
SOCI6115	Quantitative Data Analysis for the Social Sciences	3
PSYC6023	Issues of Caribbean Psychology: Ethics and Professional Practice Seminar I	1
SOCI6081	Technical Writing	1
PSYC6001	Applied Psychology Research Seminar (Year Long)	2
PSYC6002	Psychological Testing, Measurement and Evaluation	3
PSYC6032	Applied Research Methods in	3

	Psychology and Organizational Behaviour	
PSYC6007	Applied Psychology Practicum	3
PSYC6030	Applied Psychology Research Paper	6

Electives: select four (4) and check the semesters in which they are offered

Course code	**Courses**	**Credits**
PSYC6003	Group Behaviour Applications	3
PSYC6009	Self and Social Theory in the Caribbean	3
PSYC6011	Communication and Persuasion	3
PSYC6022	Applied Health Psychology	3
PSYC6006	Coping With Illness	3
PSYC6008	Psychology of Work & Motivation	3
	Organizational Learning	3
SOCI6069	Monitoring and Evaluation of Social Programmes	3
HRNM7102	Psychological Assessment in Organizations	3
SOWK6103	Advanced Qualitative Research Methods	3

***Approved Electives**

Elective courses, in addition to those listed above, may be selected from other Masters programmes within and outside of the department. Before registering for an elective, students should first check the times and semesters in which the courses are being offered. They should then seek approval from the Applied Psychology Programme Coordinator for their chosen elective(s).

Course Description

Semester I

PSYC6000 - Themes in Applied Psychology (3 credits) (currently taught by Dr. Tracy McFarlane)

In this course students examine and discuss the theoretical, practical and methodological issues related to Applied Psychology. They are expected to gain information on issues related to professional skills, teaching, consultancy, and interventions as they relate to the Caribbean and the world.

PSYC6001 - Applied Psychology Research Seminar (2 credits; Year Long)

(currently taught by Dr. Gillian Mason)

This seminar is designed to allow students to begin their research projects. The course will take the form of lectures and student presentations on methodological issues and content areas of interest. It is conducted over the course of two semesters. Assessment of the course will be based on written reports and presentations (individual or group). Students are expected to draw upon the material covered in the general methods and statistics courses.

PSYC6003 – Group Behaviour Applications (3 Credits) (currently taught by Ms. Sophia Morgan)

Applied Psychology has focused a great deal on affecting group processes and behaviour in groups. The small social group often has been a unit of intervention in relation to productivity, organizational change and development. In group behaviour applications we examine successful models of organizational intervention with a special emphasis on organizational change via small group processes and behaviour.

PSYC6006 - Coping with Illness (3 Credits) (currently taught by Dr. Tracy McFarlane)

This course overviews the theories and methods that have been used to understand illness from a biopsychosocial perspective, and explores the Caribbean context of illness. It considers how psychologists can work with patients and their relatives to help them understand, come to terms with and cope with illness. Particular emphasis will be given to chronic diseases, the major conditions which affect a large number of patients and present a major challenge to individual's psychological balance and well-being.

PSYC6008 – Psychology of Work and Motivation (3 Credits)

(currently taught by Ms. Marina Ramkissoon)

This course is designed to explore worker related issues in the industrial/organizational context of the Caribbean, with a focus on motivation and satisfaction at the employee level. Students will learn the theories and principles of motivation and why motivation is crucial to organizational performance and employee satisfaction. Students will also develop skills required to enhance the motivation of all levels of employees.

PSYC6023 - Issues of Caribbean Psychology: Ethics and Professional Practice Seminar (1 credit) (currently taught by Ms. Marina Ramkissoon)

This course is designed to inform students about ethical principles, codes and decision making in Applied Psychology. The course will be delivered in a seminar format via student-led presentations and discussions. Students will develop an awareness of current professional and ethical issues in the practice of Applied Psychology and to foster an awareness of the specific context of future practice within the Caribbean region.

PSYC6030 – Applied Psychology Research Paper (6 Credits) (several)

In this course students will carry out a research project under the guidance of a faculty

supervisor.

SOCI6081 - Technical Writing (currently taught by Dr. Moji Anderson)

This course is designed to improve graduate students' writing competence. In order to establish a foundation for academic and professional writing, it will involve the correction of common grammatical errors. Students will also have the opportunity to enhance their critical thinking skills by evaluating academic texts. The course will also focus on the very important skill of writing concisely. Students will use the skills learned in class to write a policy brief. The course will make use of collaborative methods (such as peer reviewing) and involve frequent short writing exercises.

SOCI6115 - Quantitative Data Analysis for the Social Sciences (3 Credits) (currently taught by Dr. Gillian Mason)

This course is intended to provide students who already have some previous experience of quantitative methods or statistics with a good working knowledge of statistical techniques used in social science research. Topics covered include the description of social science data; correlation and other forms of association, including chi-square; an introduction to probability distributions; the logic of sampling; the logic of statistical inference and significance tests; non-parametric and parametric statistics; analysis of variance and an introduction to classic regression analysis. Emphasis in the course will be placed on conceptualization and the ability to manipulate and appropriately apply these new ideas.

SOCI6069 – Programme Monitoring and Evaluation (3 Credits) (currently taught by Dr. Garth Lipps)

This course provides an introduction to the theory and practice of programme monitoring and evaluation. Following completion of this course, students will have the basic skills needed to conduct need assessments, monitor the ongoing functioning of intact programmes, plan an evaluation, assess programme implementation, and assess the outcomes of social programmes.

Semester II

PSYC6002 - Psychological Testing, Measurement and Evaluation (3 credits)

(currently taught by Dr. Garth Lipps)

Applied Psychology depends both on psychometric measurement and on the evaluation of change. This course critically discusses the three foundations of psychometrics: Measurement, reliability, and validity. Students will be asked to reflect and critically examine several journal articles each week which deal with the concepts of measurement, reliability, and validity. As part of the course, students will create and establish the psychometric properties of a brief scale.

PSYC6007 – Applied Psychology Practicum (3 Credits) (several)

Working under the supervision of a setting supervisor and a faculty supervisor, students will gain practical experience in Applied Psychology, as well as enhancing the skills developed during the their first year. The course will bridge the gap between academic coursework and the knowledge, skills and emotional challenges that are inherent in the "real world" of Psychologists.

Students are expected to spend at least 2 days per week at their practicum site. In addition, students will meet weekly with the practicum coordinator and their practicum supervisor to prepare for and discuss problems and progress at their sites.

PSYC6009 – Self and Social Theory in the Caribbean (3 Credits) (currently taught by Ms. Sophia Morgan)

This course attempts to identify the variety of narratives of the self and the ways that these have been inserted and positioned in Caribbean social thought. It looks at some of the extra-theoretical factors affecting this positioning and points to the limits and opportunities offered for understanding by this positioning.

PSYC6010 – Organizational Learning (3 Credits) (currently taught by Ms. Marina Ramkissoon)

Learning in organizations has moved from a focus on the individual to the organization itself. Indeed, the concept of the "learning organization" may be critical for Caribbean development and the survival of our enterprises. Within this context, aspects of organizational learning are explored within Caribbean development. This course explores the concept of the learning organization and how such organizations maximize their levels of productivity through the utilization of effective organizational learning principles. Students will learn the fundamentals of organizational learning and why learning is becoming increasingly crucial to organizations. They will develop the skills required by learning and development consultants in high performance organizations.

PSYC6011 - Communication and Persuasion (3 Credits) (currently taught by Dr. Gillian Mason)

Communication and persuasion are used by Applied Psychologists to change problematic social, cultural, and personal attitudes, beliefs and behaviours. This course is designed to explore the basic and effective persuasion tactics that may be used to change human attitudes and behaviour. It is designed to explore aspects of communication and persuasion as an area of applied social psychology. Techniques used by masters of communication such as commercial advertisers and public health campaigns, will also be explored.

PSYC6022 - Applied Health Psychology (3 credits) (currently taught by Dr. Tracy McFarlane)

This course aims to provide students with a thorough knowledge of current theories in health psychology and how these can be applied to problems and interventions within the health sector. The course will review theories which explain patient behaviour and behaviour change, stress and coping, illness perception and pain. In each case, the use of theory to guide appropriate intervention strategies will be discussed.

PSYC6032 – Applied Research Methods in Psychology and Organizational Behaviour (3 credits) (currently taught by Dr. Garth Lipps)

Students in this course will be introduced to the methods used to conduct applied research in social, community and organizational settings. Students will gain a detailed understanding of the methods, issues and challenges involved in identifying and quantifying change after interventions in these settings.

HRNM7102 – Psychological Assessment in Organizations (3 Credits) (currently taught by Dr.

Garth Lipps)

This course covers the necessary skills that students will need to select, administer, interpret and report on standardized psychological assessments often used to select candidates for posts. Students will learn how to design and carry out an assessment procedure to screen and select candidates for employment and how to integrate the findings of an assessment exercise into a comprehensive report.

Programme Coordinator: Dr. Marina Ramkissoon

Demography

1. **MSc in Demography**
2. **MPhil./PhD in Sociology with specialization in Demography**

The MSc Programme in Demography was initiated in 2002 by the Department of Sociology, Psychology and Social Work to afford students the opportunity to strengthen their grounding in the knowledge and techniques necessary for the analysis of population issues and demographic research in the Caribbean. The MPhil/PhD in Sociology, with specialization in Demography is designed for those students who wish to demonstrate their aptitude for independent research, with prospects for working in the academe or as consultants.

Programme Objectives:

To produce graduates who are able to independently undertake demographic analysis, applying appropriate techniques and statistical methods, and with sound theoretical underpinnings and policy frameworks.

Entry Requirements:

To enter the MSc. in Demography candidates must possess a Bachelors degree (at least second class Honours) from a recognized University, and have a strong undergraduate foundation in both demography and statistics.

To enter the MPhil/PhD. Programme one must have completed all coursework for the Masters degree, and demonstrate, through the submission of a Masters-level research paper, the ability to undertake original research which contributes to the existing body of knowledge. Admission to both programmes is in alternate years. The next year of entry is September 2011.

Seminars

1. The continuing seminar, Critical Approaches to Caribbean Society and Culture (SOCI6079/SOCI 6080), delivered over two semesters;
2. Technical Writing (SOCI6081)

Duration of programme: The MSc in Demography is offered on a part-time basis only. Students are expected to complete all requirements for the programme, including the Research

Paper, over the course of three years. The MPhil/PhD Degree is completed at a pace that is set by the student in collaboration with their assigned supervisor.

Programme Structure: ***(Subject to change)***

Year 1 Semester I

SOCI 6111	Demographic Methods I
SOCI 6067	Advanced Social Research Methods I
SOCI6081	Technical Writing

Year 1 Semester 1I

SOCI 6112	Demographic Methods II
SOCI 6115	Quantitative Data Analysis in the Social Sciences
SOCI6079	Seminar: Critical Approaches to Caribbean Society and Culture I

Year 2 Semester I

SOCI 6068	Advanced Social Research Methods II
SOCI 6069	Programme Monitoring and Evaluation **or** an Elective
SOCI6080	Seminar: Critical Approaches to Caribbean Society and Culture II

Year 2 Semester II

SOCI 6114	Social Demography
SOCI 6113	Applied Demography **or** SOCI 6088 Introduction to Geographic Information Systems

Year 3 Semester I

SOCI 6066	Urban Sociology **or** an Elective

Year 3 Semester II

SOCI 6082	Research Paper

Core Course: All courses listed above are required. The programme consists of twelve taught courses, totaling 36 credits.

Electives

Course Code	**Course Name**	**No. of Credits**
SOCI6104	Health Related Programme and Interventions in the Caribbean	3

Courses

SY68A [SOCI 6111] Demographic Methods I

This is the first part of a two-course sequence. The objective of this part is to expose the beginning graduate students to the basic tools of demographic analysis. Topics covered include data evaluation methods, graduation and interpolation, standardization and decomposition, direct methods of mortality, fertility, nuptiality, internal and international migration. Mastery of available demographic software is an important component of the course.

SY68B [SOCI 6112] Demographic Methods II

This second part of the sequence explores more advanced tools for demographic analysis. Topics covered include model life tables and stable populations, modelling age patterns of mortality, nuptiality, fertility, and migration; population estimation and projection; indirect methods of estimating fertility, child and adult mortality. Mastery of available demographic software is an important component of the course. On successful completion of this sequence of courses, the student should be able to analyze demographic data and report the results with clarity and confidence.

SY62D [SOCI 6069] Programme Monitoring and Evaluation

A student who successfully completes this course will possess a reasonable level of knowledge and skills related to programme monitoring and evaluation. Students work with an established social programme to develop skills in each area of monitoring and evaluation. Case studies of relevant social programmes and policies are used as illustrative examples

SY63D [SOCI 6066]Urban Sociology

This course examines the structure of urban areas and the cultural, political, economic and demographic processes governing their development and change. Students will also be exposed to the ways in which patterns of urbanization interact with policies to promote economic growth and social inequalities. These relationships will be demonstrated through an analysis of the ways in which the emergence of new social groups within urban areas in the Caribbean coincides with enormous social pressure as it relates to crime, unemployment, poverty, housing and the provision of social services.

SY68C [SOCI 6113] Applied Demography

In this course students will understand the extent to which demographic changes have consequences for social and economic processes and phenomena. Students will explore the ways in which demographic theory, methods and data can contribute to decision making in both the public and private sectors. Topics covered include the scope and method of applied demography, recent population trends and prospects and their implications for governments, businesses and non-governmental organizations. The demographic aspects of selected public policy issues will also be examined.

SY68D [SOCI 6114] Social Demography

This course is designed to deepen the student's knowledge of the substantive areas rather than the technical issues in population studies. The course starts from a review of population theory and proceeds to examine the theoretical issues and the substantive patterns of change in each of the main components of population change.

SY68E [SOCI 6088] Introduction to Geographic Information Systems

This introductory course is designed to facilitate the adoption of GIS in the social sciences, and is skewed towards demography. Students will be introduced to the components of GIS and the procedures for executing spatial data analysis. Heavy emphasis will be placed on GIS for decision support, and data quality issues. Lab exercises will provide hands-on training to supplement the theoretical aspects of GIS.

SY65D [SOCI 6104] Health Related Programmes and Interventions in the Caribbean

This is the first part of a two-course sequence. The objective of this part is to expose the beginning graduate students to the basic tools of demographic analysis. Topics covered include data evaluation methods, graduation and interpolation, standardization and decomposition, direct methods of mortality, fertility, nuptiality, internal and international migration. Mastery of available demographic software is an important component of the course.

SY62A [SOCI 6067] Advanced Social Research Methods I

This is the first part of a three-course sequence in research methods and statistics for MSc. programmes. It provides an overview of the main methods of data collection used by social scientists in their work, with a focus on the epistemological foundations of the different methods, and their strengths and weaknesses. The second part continues with intermediate statistics but also involve analysis of a large dataset taken from one of Jamaica's national socio-economic and/or demographic surveys. The third part concludes with more advanced statistical methods along with the analysis of a large national or international dataset. At the successful completion of the sequence of courses the student should be proficient in the collection, analysis and interpretation of data at a sufficient level of sophistication.

SY62K [SOCI 6115] Quantitative Data Analysis in the Social Sciences

This is the second part of a three-course sequence in research methods and statistics for MSc. Programmes. This course provides students who already have some experience of quantitative methods or statistics with a good working knowledge of commonly used statistical techniques in social science research. At the end of the course, students should be able to carry out effectively univariate and bivariate data analyses and have an appreciation of simple regression. This course is also expected to provide "hands on" training using Statistical Package for the Social Sciences (SPSS) software. Cross sectional data from existing datasets are utilized for analysis.

SY62B [SOCI 6068] Advanced Social Research Methods II

This third part of the three-course sequence focuses on statistics analysis. The objective of this part is to empower students with statistical and data analytical skills to facilitate their functioning as researchers, data analysts and consultants. Topics to be covered include frequency

distributions, contingency tables, analysis of variance and covariance, factor analysis, ordinary least squares regression, multiple regression, and logistic regression. Every student is required to prepare a research report using the Statistical Package for the Social Sciences (SPSS) software. Students who successfully complete this sequence can take on important research undertakings with confidence.

SY62E [SOCI 6118] Social Assessment

This course is intended to provide participants with an understanding of the theoretical framework which constitutes the basis for Social Assessment Methodologies, and to equip them with the practical skills that are required for design and implementation of a complete Social Assessment. At the completion of this course, participants will:

(i) have gained an understanding of the historical and theoretical context within which participatory research has developed.

(ii) be sensitive to their ethical responsibilities in the conduct of social assessments.

(iii) have an increased commitment to participatory methodologies for policy and programme design and management.

(iv) be fluent with a set of techniques for Social Assessments and other qualitative research and analysis which can be used within a range of settings for policy formulation and management.

NEW: Introduction to Reproductive Health and Family Life Education

This course will serve as a foundation course in Reproductive Health and will be of interest to students who wish to gain an understanding of the history and development of family planning and later, reproductive health in the Caribbean region, and the implications of this change for health service delivery. Reproductive Health issues across the life span, differences between the population control and rights approach, and the interplay between international, domestic/national issues and of social, cultural, economic and gender factors and their contribution to Reproductive Health outcomes for the individual and nation are some of the topics which will be covered.

Additional Information/Notes: Applicants are advised to do the following courses prior to entering the programme:

1. SOCI 2008 Statistics for the Behavioural Sciences
2. SOCI 2009 Statistical Computing for Social Research
3. SOCI 2000 Sociological Theory I or SOCI 2001 Sociological Theory II

Programme Coordinators:

Professor Patricia Anderson (patricia.anderson@uwimona.edu.jm_
Ms. Sharon Priestley (sharon.priestley@uwimona.edu.jm)

MSc Human Resource Development

Programme Objectives:

The main objective of the MSc HRD programme is to train professionals who can contribute to the strengthening of organisations both through organisational analysis and intervention and through training, team-building and effective leadership.

Entry Requirements

Regular Matriculation

The requirement for admission to the multidisciplinary MSc Human Resource Development is a lower second class degree or better - GPA of 2.75 - in Human Resource Development/Human Resource Management, Applied/I/O Psychology, Labour Studies, Management Studies, Business/Educational Administration, Industrial/Organisational Studies, Educational Studies/Teaching, Sociology, Social Work, Demography, Social Policy, International Relations, Communication Studies or related field. Additionally, persons with degrees from unrelated fields will be considered if these degrees are at least GPA 3.0, especially if the applicant demonstrates some knowledge of social science theory in his/her academic programme.

Course equivalents from other universities are accepted. Candidates must have at least three years of full-time work experience, at a supervisory level, in any field and strong recommendations; although candidates with GPAs exceeding 3.6 will be accepted with one year of full-time working experience in any field as well as part-time experience in an HRD-related field. All candidates with GPA of less than 2.75 will be subject to an interview if there is some compelling circumstance to warrant consideration. Good communication/writing/referencing and research skills are imperative; and candidates will be expected to demonstrate these in their application documents and in the English Language Proficiency Examination administered by the HRD Unit prior to beginning the programme.

Additionally, students will be required to prove that they have permission to have time off of three days per week during the summer of their second year in the programme in order to do the Practicum or Internship exercise.

Specially Admitted Students

A very limited number of places may be available in individual courses for non-degree registration for persons interested in upgrading their skills in these areas. The cost of each course is J$30,000.00 per credit or equivalent.

For more information on how you can be enrolled as a Specially Admitted Student please contact the Office of Graduate Studies and Research at telephone numbers (876) 935-8995/7 or at e-mail postgrad@uwimona.edu.jm. For specific information about enrolling in any of the HRD Graduate Programmes on a Specially Admitted basis please telephone the Unit Office (970-6466) or e-mail us at mschrd@uwimona.edu.jm with your specific query.

Please note that admission on a Specially Admitted basis is in NO WAY an obligation on the part of the Unit to accept the candidate into the MSc. HRD or any of our other programmes.

Occasional Students

The tuition fees for occasional students are JA$7,500 per credit. An occasional student is someone who sits in the class for the duration of the course but who does not intend to sit the examination or do the course work.

Duration of programme: Two academic years.

Programme Structure:

The programme is offered on a part-time basis only, and is taught over four semesters. It comprises lecture and computer laboratory sessions. Although most classes are held during the evenings between 6:00 p.m. and 9:00 p.m. from Mondays to Thursdays, the programme does include computer labs that are attached to the research methods and statistics courses. These may be offered earlier in the afternoons or on Saturday mornings. Beyond this, the Unit will not be able to influence the timetabling of course electives chosen outside of the Unit's offerings. Students would be expected to make themselves available at the scheduled time of the course once they are registered.

Additionally, applicants must be aware that the HRD Practicum and the HRD Internship are full-time attachments to an organisation other than the one to which they are employed. The practicum is normally conducted over three days per week for two months during the summer, but the Internship is a semester-long programme at which applicants will be expected to be able to devote at least one day per week to the attachment. Neither the HRD Practicum nor the HRD Internship are paid attachments.

Applicants are entirely responsible to securing permission from their employers to be away from their jobs in order to complete either of these courses. Students will not be able to graduate without completing the collection of courses prescribed for the programme successfully.

SEQUENCING OF COURSES FOR THE PART-TIME MSC. HUMAN RESOURCE DEVELOPMENT PROGRAMME

TABLE 1: THE STRUCTURE OF THE MSC. HUMAN RESOURCE DEVELOPMENT		
YEAR I		
TERM 1(SEPTEMBER – DECEMBER)	**TERM 2 (JANUARY – APRIL)**	**TERM 3 (MAY – JULY)**
HRNM6102 *Groups: Theory Development and Processes* *(3 Credits)*	HRNM6603 Job Analysis and Strategic Organisational Staffing *(3 Credits)*	HRNM6503 Training Design, Delivery and Evaluation *(3 Credits)*
HRNM6101: Applied Behavioural Sciences: Theories for Human Resource and Organisational Development *(3 Credits)*	HRNM6604 Performance Management: Theories and Practices *(3 Credits)*	HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation *(3 Credits)*
HRNM6201 *Organisational Strategy: Management, Leadership and*	***** HRNM6801*** ***Information Technology for Organisation Development***	

Organisational Ethics *(3 Credits)*	***and Practice*** ***(3 Credits)*** ***Or other Approved Elective***	
YEAR II		
TERM 1 (SEPTEMBER – DECEMBER)	**TERM 2 (JANUARY – APRIL)**	**TERM 3 (MAY – JULY)**
HRNM6401 Statistics for Human Resource Development Practitioners *(3 Credits))*	HRNM6402 Research Methods for Human Resource Development Practitioners *(3 Credits)*	HRNM6017 HRD Practicum *(6 Credits)* *Or* HRNM6003 HRD Internship *(6 Credits – Year Long)*
HRNM6602 Compensation Management: Strategies, Systems and Theories *(3 Credits)*	HRNM6301 Organisations: Design, Intervention and Evaluation *(3 Credits)*	
*****HRNM6404*** ***Financial Data Analysis for Human Resource Development Practitioners*** ***(3 Credits)*** ***Or other Approved Elective***		

*** Courses starred in Table 1 are the ones that may be replaced, as necessary, by persons doing options in tourism, agriculture, health care, education, occupational and environmental safety and health and public sector management (where available). Please see Table 2 for a list of the approved elective courses.*

Students will be allowed to select from among the following approved elective fields depending upon their sector of employment or their interest. Please note that students are not allowed to mix the fields.

Table 2: Summary of Approved Electives for the MSc. HRD Programme

Course Code and Name	No. of Credits	Relevant Option	Host Programme
EDEA6304: Educational Leadership	3	Education	MSc. Educational Administration
EDEA6308: Educational Supervision	3		
EDPS6301: Introduction to Educational Administration	3		
HRNM6801: Information Technology for Organisation Development and Practice	3	HRD	MSc HRD
HRNM6404: Financial Data Analysis for Human Resource Development Practitioners	3	HRD, Small Business Development, Financial Services	
HRNM6210: Retirement Home Management	3	Small Business Development, Health Care	

HRNM6702: Small Business Development and Growth	3	Small Business Development, Agriculture	
MGMT6140: Sociology of Tourism	3	Tourism	MSc. Hotel and Tourism Management
MGMT6125: International Hospitality Business	3		
NURS6702: Models of Nursing/Health Care Administration	3	Health Care	MSc. Nursing
NURS6703: Practical Issues in Managing Nursing/Health Care Delivery Systems	3		
NURS6704: Human Resource Management in Nursing/Health Administration	3		
NURS6705: Nursing Administration Practice and Seminar	3		
SBCO6200: Business Policy and Strategy	3	Small Business Development	MBA
SBCO6340: Business in a Global Environment	3		
SBFI6040: Management of Financial Institutions	3	Financial Services	
MGMT6161 The agriculture value chain	3	Agriculture	MSc. Agricultural Entrepreneurship
GOVT6000: Leading Issues in Public Management	3	Public Sector Management	MSc. Government (Public Sector Mgmt Option)
GOVT6010: Leading Issues in Development	3		

NB: *The HRD Unit is NOT responsible for ensuring that courses taken in other departments or in other programmes will fit into your timetable during the evenings or that they will not clash with other courses for which you are interested in registering.*

Enrollment Option: Part-Time

Core Courses

Course Code	Course Name	No. of Credits
HRNM6017	HRD Practicum ***(If not doing the HRD Internship)***	6
HRNM6101	Applied Behavioural Sciences: Theories for Human Resource and Organisational Development	3
HRNM6102	Groups: Theory Development and Processes	3
HRNM6201	Organisational Strategy: Management, Leadership and Organisational Ethics	3
HRNM6301	Organisations: Design, Intervention and Evaluation	3
HRNM6401	Statistics for Human Resource Development Practitioners	3
HRNM6402	Research Methods for Human Resource Development Practitioners	3
HRNM6503	Training Design, Delivery and Evaluation	3
HRNM6602	Compensation Management: Strategies, Systems and Theories	3
HRNM6603	Job Analysis and Strategic Organisational Staffing	3
HRNM6604	Performance Management: Theories and Practice	3
HRNM6701	The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation	3

Electives

Course Code	Course Name	No. of Credits
HRNM6003	HRD Internship ***(Instead of the HRD Practicum)***	6
HRNM6404	Financial Data Analysis for Human Resource Development Practitioners	3
HRNM6702	Small Business Development and Growth	3
HRNM6801	Information Technology for Organisation Development and Practice	3

Electives

Course Code	Course Name	No. of Credits
HRNM6003	HRD Internship ***(Instead of the HRD Practicum)***	6
HRNM6404	Financial Data Analysis for Human Resource Development Practitioners	3
HRNM6702	Small Business Development and Growth	3
HRNM6801	Information Technology for Organisation Development and Practice	3

NB: Please ask for help in the Office before registering for an elective offered in another department. We must often check to ensure that the course is being offered in the current semester and that it does not clash with one of your core courses.

METHOD OF ASSESSMENT

Courses will be assessed on the basis of coursework and formal examinations. These examinations may take the form of projects as well as by written submissions where deemed appropriate to the learning objectives of the course by the lecturer in consultation with the Academic Directors. Students are expected to obtain at least 50 percent of BOTH the course work and examination components of the course where applicable. Failure to get a grade of 50 percent in either the coursework or the final examination will result in failure of the course. Students will be allowed to repeat any course only once. A maximum of four courses may be repeated before students are asked to withdraw from the programme. Students may be required to withdraw from the programme if their rate of progress is unsatisfactory. Students who obtain a grade of A in ten courses, AND who have an overall average of at least 70% (A), AND who have not failed any course while registered in the programme will receive a Distinction.

TOTAL NUMBER OF CREDITS FOR DEGREE / DIPLOMA

_____45_____

HRNM6003: HRD Internship (6 Credits - Semester II – January - July 2019)

Like the HRD Practicum, this course offers students an opportunity of a supervised practical attachment to a regional organisation. Where this course differs from the HRD Practicum is in its focus. This course is targeted at affording students who have little prior work experience in the HR Department the opportunity to gain this at a broad level. They will learn the fundamental skills and abilities necessary to be consummate HR professionals through participating in a wide-ranging series of HR related assignments under the supervision of a seasoned practitioner. While they may be invited to participate in one large project that calls on multiple HR skills and deep subject-related knowledge, as would be the case with the HRD Practicum, this is not necessary. The aim here is to hone the students skills at a broad level to prepare them for working within the organisation's HR Department. The HRD Unit at the UWI does not insist that organisations pay students for their services, however where this is accommodated it would be appreciated.

Like the HRD Practicum, this course offers students an opportunity of a supervised practical attachment to a regional organisation. Where this course differs from the HRD Practicum is in its focus. This course is targeted at affording students who have little prior work experience in the HR Department the opportunity to gain this at a broad level. They will learn the fundamental skills and abilities necessary to be consummate HR professionals through participating in a wide-ranging series of HR related assignments under the supervision of a seasoned practitioner. While they may be invited to participate in one large project that calls on multiple HR skills and deep subject-related knowledge, as would be the case with the HRD Practicum, this is not necessary. The aim here is to hone the students skills at a broad level to prepare them for working within the organisation's HR Department. The HRD Unit at the UWI does not insist that organisations pay students for their services, however where this is accommodated it would be appreciated.

HRNM6017 - HRD Practicum (6 Credits - Summer – May - July 2019)

The PRACTICUM is structured around the core content of the courses offered in the HRD Masters programme with the intention of broadening and deepening, by means of a supervised practical attachment, the knowledge and skills of the students in the chosen area of concentration. Students are provided with an opportunity to test, improve and further develop their conceptual and practical abilities in relation to any of the areas of programme concentration. It should be noted that students are required to be at their practicum sites for 2 ½ days per week for two months during the Summer of their second year.

HRNM6101: Applied Behavioural Sciences: Theories for Human Resource and Organisational Development

This is a course in Psychology, Social Psychology and Sociology. It examines the factors that produce and influence behaviour particularly in workplace settings. It is a theoretical course that is at the same time concerned with practice and research. "Applied", in the title of the course, emphasizes, for HRD, that theories and research studies should be investigated for their relevance to improvements in everyday work life. "Behavioural" refers to the general domain of study – human behaviour, including individual, interpersonal and group levels of analysis. The

"Science" component must be emphasized as well, given that we seek to ground interventions in knowledge that is gathered through the scientific method. By situating work life in the context of larger social systems, the course offers the opportunity to appreciate Caribbean realities of social structure, history and culture. Through the theoretical perspectives of psychology, sociology and social psychology, we attempt to provide broad lens for understanding human behaviour. An emphasis is also placed on developing oneself as a scholar at the Masters level, and hopefully sets the stage for achieving excellence in the entire programme.

HRNM6102: Groups: Development, Processes and Theory

For Kurt Lewin (1951), group dynamics describes the phenomenon that occurs when individuals' behaviours combine synergistically in a group. In this process, the behaviour of group members is determined by the interaction of their personal qualities with factors present in their environment.

This course provides students with the opportunity to explore this complex interaction process in groups. Specifically, it seeks to develop students' awareness of their group behaviours and individual qualities, and how these influence the dynamics of the groups in which they operate, particularly those in their work organization setting. Utilising an experiential learning approach, the course will facilitate self-exploration and development and the assessment of students' interpersonal styles in a group setting. Additionally it will draw on various interpersonal and group dynamics related theories to anchor the learning experiences for application within the work environment. Exposure to this course is likely to facilitate behavioural change, at least within the class itself, and this hopefully will be transferred to a wide range of group situations.

Finally, the course provides opportunity for theoretical/research and experiential exploration of issues related to groups which impact organisational functioning and performance. Also, the course is designed to further develop skills that will enhance the HRD practitioner's capacity in dealing with the variety of group based issues and problems in organisations.

HRNM6201: Organisational Strategy: Management, Leadership and Organisational Ethics

This course is a foundation course for the other courses in the Masters in HRD programme. Its objective is to provide a discussion of the role of strategic decision-making from the organisation's leaders and how these persons harness the major HRM functions within the framework of ethical practice. Further, this course is intended to enhance students' awareness of the issues that most challenge ethical practice in business. The course will expose students to models of ethical decision making in order to develop their skills in this area, and to deepen their professional commitment to the creation of ethical organisations that support the various sectors of economic activity within Jamaica.

HRNM6210: Retirement Home Management

This course builds upon the foundations of human resource development and institutional pension fund administration to develop the students' ability to manage a retirement home. As with other courses in the programme of study it has been developed as an independent offering in the scientist-practitioner mode endorsed by the various Human Resource Development programmes. It offers a practical skill that is based on the sound theory of business enterprise

management as a stand-alone programme or to the persons who have either graduated from the Diploma and MSc Human Resource Development and the PhD Organisational Behaviour and wish to be awarded a Higher Degree Diploma in Retirement Management or who wish to use this as a substitute for one of the courses in the MSc. HRD or PhD OB programmes.

HR6301: Organisations: Design, Intervention and Evaluation

Within today's intensively competitive and constantly changing business environment, the ability of an organisation to thrive and survive within such a context, is largely dependent upon management's ability to evaluate the way their organisations are designed. Equally, as the business environment changes, management will also have to know how to redesign such organisation's structure and culture etc., to ensure constant realignment with the changing environment, as a basis to facilitate enhanced competitiveness and long-term survival. As a result, it is imperative that management gains the required knowledge and skills in the discipline of Organisational Design & Development, as a means to effectively manage their organisations to achieve these objectives.

The aim of this course is to expose students to the various theories and skills that underlie traditional and contemporary Organisational Theory and Design, to enhance their ability as potential managers, to competently engage in the process of organisational re-alignment for enhanced competitiveness and long-term survival. Equally important, the course is also focused on developing the necessary change management skills which are required to effectively manage the transformation process to attain re-alignment.

This course also introduces students to the techniques of diagnosing and subsequently developing intervention strategies, intended to increase organisational effectiveness in a practical way.

Finally, the course provides an opportunity for participants to work in teams to address real life problems that exist in different types of organisations. Participants are expected to develop additional insights and competencies that are required to provide focused interventions to add value to the organisation. The course is practical in orientation, and represents a culmination of the stream of courses offered in the MSc. HRD programme. This group project also serves as learning exercise that will equip students with the skill, knowledge and abilities to conduct their practicum on an independent basis.

HR6401: Statistics for Human Resource Development Practitioners

To strengthen students' skills in the analysis and interpretation of data collected and used in HRD contexts.

HRNM6402: Research Methods for Human Resource Development

This course is intended to demonstrate the use of investigative and analytical thought in Human Resource Development as an essential information resource in problem identification and formulation while identifying relationships. As such, HRD students will be exposed to an understanding of the types of research, the goals of research and research designs with a view to

solving HRD problems.

HRNM6404: Financial Data Analysis for Human Resource Development Practitioners

This course aims through a combination of lectures, case studies and practical labs to show human resource development practitioners the potential of financial data as a decision-making tool and thereby give them the information to contribute, in the language understood by the other functional areas of the organisation, to the bottom-line. It will introduce some of the basic concepts used by accountants and financial managers in decision-making and show how these concepts are applicable to human resource development activities.

HRNM6503 Training Design, Delivery and Evaluation

This course seeks to introduce students to the basic elements of the training process and determine how these elements assist in achieving training goals and objectives. The role played in the training process by the main constituents inside and outside of the organisation will be examined to determine relevance, centrality and influence. Special attention will be given to the significance of evaluation and, in particular, measuring of return of investment (ROI) or the impact of training on company investment. The course will analyse the principles of adult learning and identify strategies and tools used for effective training. In addition, current issues surrounding training, education and development will be analysed in fact of strong demands from business and industry for greater value from the training input.

HRNM6602: Compensation Management: Strategies, Systems and Theories

The Compensation and Employee Benefits discourse is positioned firmly within the broader exploration of the 'Human Resource Management and Development' activity and process. Indeed, it is treated here as one of the most important aspects of human resource management and development, for the simple and logical reason that it directly and indirectly affects employee recruitment, promotion and succession as well as the increasingly important area of performance and productivity Management. In addition, significant legal aspects of employment are related to compensation and employee benefits.

The course focuses on the meaning, philosophy and practice of compensation. As such, important impacting issues and factors such as the economy (local and international), policy (government's and companies'), trade unionism/activism/negotiation, performance, efficiency and competence and technology are recognised and given appropriate consideration.

The subject is explored as well in relation to broad concerns of pay adequacy and equity, skills and competencies versus the job and status or rank order of positions.

Practical citations are made from real life situations of Jamaica and the wider Caribbean as well as internationally.

HRNM6603: Job Analysis and Strategic Organisational Staffing

The capacity of an organisation to execute its business strategies and remain competitive in complex and dynamic environments resides primarily in the quality of its employees. Organisation performance and survival is, therefore, hinged on acquiring and effectively

deploying employees with the appropriate and optimal mix of skills, abilities and attitudes. The practice of staffing has changed significantly. Hiring managers and human resource professionals need to be familiar with strategic staffing techniques.

With this in mind we will also take a comprehensive look at job analysis. Job Analysis is a human resource management/development activity aimed at defining and understanding jobs, individually and according to their relevant cluster(s) or families across the organisation or enterprise. The process guides the actual location or placement of the job(s) within the organisational and operating structure, thereby facilitating appropriate recruitment and selection, relevant training and orientation programmes, employee promotion and succession planning and compensation and rewards management. Beyond and above the relevance at the organisational/enterprise level, job analysis serves a broader function of standardisation of jobs, proper classification by industry, nationally and internationally, and integration of the relevant institutional network.

HRNM6604: Performance Management: Theories and Practice

The content of this course also includes information to assist practitioners in gaining an understanding of the different approaches to performance management, thereby providing the knowledge required to make informed choices in evaluating and selecting a performance system. This course seeks to provide participants with an awareness of the processes involved in linking employee behaviours and results with the organisation's strategic objectives.

HRNM6701: The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation

This course seeks to establish the institutional framework within which organisations and workers operate within the Caribbean. The organisation is located within the regulatory framework, and in relation to the activities of formal organisations such as trade unions, employers and workers associations, and other relevant groups in the wider society. It is intended that an appreciation of the way in which labour/management relations are realised in actuality will be achieved. However, rather than being strictly descriptive, it is expected that there will be evidence of a reasonable degree of analytical ability among the participants.

HRNM6702: Small Business Development and Growth

The purpose of this course is to explore the issues attendant on small business creation and growth as a phenomenon in both independent and corporate settings. By linking theory and practice the course aims to provide students with a hands-on experience in the development and maintenance of small business ventures. This course, along with HRNM6404: Financial Data Analysis for Human Resource Development Practitioners and participation in the HRD Internship, forms a programme of study that will assist students to develop effective practice skills for helping to steer small businesses into a long-term future.

The prevailing economic conditions have brought to the fore the importance of individuals creating their own work rather than the traditional model of having employment provided for them. With this in mind, through this course students will be given the opportunity to harness their knowledge, skills and abilities in human resource development to study the wider applications of their discipline to the creation of work. They will be required to develop a small

business idea and analyse through case studies and discussions with real life entrepreneurs, the issues that stymie this type of ambition.

HRNM6801: Information Technology for Organisation Development and Practice

Information Systems (IS) were first developed to obtain cost savings by automating clerical work. Today, they are used to provide new products and services, to support and enhance the processes by which managers and professionals make decisions and to coordinate work within and across organisations. The application of information technology (IT), which accounts for a large percentage of capital investments that organisations make, has led to entirely new ways of doing business.

Traditionally, the responsibility for managing the acquisition and use of IT in organisations was explicitly assigned to functional IS managers. Today, with the dispersal of IT and its increasing importance throughout the organisation, most of this responsibility is devolving to line managers who are generally ill-prepared to accept it. Consequently, managing information technology has become both increasingly important and increasingly difficult. However, along with this increased importance, the interdependencies of the business processes that are targeted by IS require effective governance - executive oversight and decision-making – to ensure appropriate adoption and diffusion and the attainment of required business value. It is, therefore, impossible to manage a modern organisation without some deliberate focus on IS, how they affect the organisation and its employees, and how they can make businesses more competitive.

Special Workshops and Short Courses

Throughout the duration of the programme the taught courses are complemented from time to time by a series of workshops in specialised areas of interest. Regularly scheduled offerings are held as follows:

- Conducting Focus Groups
- Designing Questionnaires
- Negotiation Techniques
- Business Process Re-engineering
- Organisational Counselling
- Career Planning and Development
- Ergonomics
- Training of Trainers

Additionally, several Public Lectures in areas of interest are hosted by the programme throughout the year. Annual Lectures include the HRD Speakers' Forum in January, the HRD Practicum Showcase in October and the UWI-HRD Open Seminar.

We have also recognised the need to host a series of intensive short courses for graduates of the programme. These have been designed to deliver more in-depth information on specific functional areas. Students registered in the MSc. HRD Programme would be required to pay a separate fee in order to participate in these programmes.

Additional Information/Notes:

Human Resource Development Prizes

1. MSC. HUMAN RESOURCE DEVELOPMENT PRIZE

Funded by the MSc. Human Resource Development programme offered by the University of the West Indies through the Department of Sociology and Social Work this prize is awarded annually to the student who best exemplifies the general academic and personal excellence expected of the consummate Human Resource Development practitioner.

The recipient is someone who is fully registered in the MSc. Human Resource Development programme, who has not failed any course while pursuing the programme, and who has maintained at least a B+ average during the academic year. Additionally, this person was first nominated as being the student who has done most to ensure the general welfare of the class by her/his peers.

2. THE GORDON DRAPER PRIZE IN HUMAN RESOURCE DEVELOPMENT

The Gordon Draper Prize, created in memory of our beloved External Examiner and later Lecturer, Gordon Draper, who died on 12 August 2004, is given annually to the student who has the highest aggregate in the organisation development and change sequence of courses offered in the MSc. Human Resource Development programme in the Department of Sociology, Psychology and Social Work. Additionally, the student must not have failed any of the courses in the sequence.

The organisation development and change component of the HRD programme consists of the three courses HR63A: Introduction to Organisational Design, HR63B: Organisational Design and Intervention and HR63C: Organisational Intervention and Evaluation. These are offered over the two years of the programme and as a result, the awardee will be someone chosen from among the students finalising the programme.

3. THE HRD ALUMNI ASSOCIATION PRIZE IN HUMAN RESOURCE DEVELOPMENT

As part of its outreach, the HRD Alumni Association makes an annual academic award to a worthy student. The HRD Alumni Association Award is given to the student who has the highest average score on completion of the Year I of the MSc. Human Resource Development programme offered by the Department of Sociology, Psychology and Social Work. The student must not have failed any course during the academic year. Year I of the MSc. HRD programme consists of 12 courses taken over 10 months – three terms.

The Prize is donated by the HRD Graduate Programmes Unit on behalf of the HRD Alumni Association.

4. THE HRD PRIZE FOR LEADERSHIP

The HRD Prize for Leadership, is given annually, on the recommendation of their peers, to at most eight (8) students who, while maintaining passing grades in all courses, have served as

Class Representatives for the entire academic year immediately preceding the award of the Prize. Prizes in this category may be awarded to worthy persons registered in any of the Human Resource Development Graduate Programmes (i.e. the Ph.D. in Organisational Behaviour, the MSc. in Human Resource Development and the Diploma in Human Resource Development).

5. THE HRD PRIZE FOR CONSULTANCY

The HRD Prize for Consultancy, will be given annually, on the recommendation of both the academic supervisor and the corporate recipient, to students who develop Practicum Interventions that contribute to the significant and quantifiable advancement of the operations of the organisation in which they conducted the HRD Practicum, the final course of the MSc. Human Resource Development Programme.

Department Contact Information:

The Information and Student Services Office of the Human Resource Development Graduate Programmes Unit is located at:

1B Aqueduct Flats, c/o The Department of Sociology, Psychology and Social Work, The University of the West Indies, Mona, Kingston 7

Telephone: 970-6466 or UWI Extn. 3466
E-mail: mschrd@uwimona.edu.jm
Website: http://www.uwihrdob.com/
HRD TV: https://www.youtube.com/channel/UCUg0PwF5v0hv4EeOY1_jPug
Facebook: https://www.facebook.com/profile.php?id=100009769331886
Twitter: https://twitter.com/UWI_HRD?lang=en
LinkdIn: https://www.linkedin.com/in/msc-hrd-uwi-35b975b9/

Programme Coordinators:

Mr. Clement Branche
Dr. Disraeli Hutton

Ms. Olivene Thomas – Administrative Officer/Assistant Coordinator

Assistant Programme Coordinator: Ms.Olivene Thomas

Diploma in Human Resource Development

Entry Requirements

Candidates for this Higher Degree Diploma will be required to have a minimum requirement of a Bachelor's degree and at least three years' post-graduation practical work experience at a senior management level. Alternatively, candidates may be accepted where they are taking the course for continuing education credits for certification by the Nursing Association of Jamaica, the Medical Association of Jamaica or for a similar professional body that has entered into this agreement with the University. Where the candidates do not fall into these categories and they

cannot submit to the University a statement from their employer stating that the qualification is vital for the survival of the organisation, they will be required to either register for the individual courses without the formal terminal diploma certification.

It should be noted that once committed to the Diploma candidates may opt to upgrade their registration to the full MSc. Human Resource Development Degree. Upgrading will then require the candidate to seek permission formally from, and change their registration at, the Office of Graduate Studies and pay any difference in the requisite tuition fees. They may then apply for credit exemptions for the courses already taken. Alternatively, persons registered for the MSc. Human Resource Development may opt to qualify at the diploma status if for some reason they cannot continue in the Masters Programme. The HRD Graduate Programmes Unit will not guarantee that persons who have upgraded their programmes will complete the MSc HRD within one year of their upgrade.

Duration of programme: Two academic years
Programme Structure:
PROGRAMME STRUCTURE

The Diploma Programme in Human Resource Development will be delivered on a part-time basis over a two-year period. It comprises 24 credits from taught courses. The schedule of taught courses includes eight courses that are structured on the standard 39 hour (three-credit) semester model. These courses cover a range of content areas that include human resource theory and opportunities for personal development.

TABLE 1: THE STRUCTURE OF THE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT

TERM 1(SEPTEMBER – DECEMBER)	TERM 2 (JANUARY – APRIL)	TERM 3 (MAY – JULY)
HRNM6102 Groups: Theory Development and Processes *(3 Credits)*	HRNM6603 Job Analysis and Strategic Organisational Staffing *(3 Credits)*	HRNM6503 Training Design, Delivery and Evaluation *(3 Credits)*
HRNM6201 Organisational Strategy: Management, Leadership and Organisational Ethics *(3 Credits)*	HRNM6604 Performance Management: Theories and Practices *(3 Credits)*	HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation *(3 Credits)*
HRNM6404 Financial Data Analysis for Human Resource Development Practitioners *(3 Credits)*	HRNM6301 Organisations: Design, Intervention and Evaluation *(3 Credits)*	***Total 24 credits***

Core Courses:

Course Code	Course Name	No. of Credits
6102	Groups: Theory Development and Processes	3
6201	Organisational Strategy: Management, Leadership and Organisational Ethics	3
6301	Organisations: Design, Intervention and Evaluation	3
6404	Financial Data Analysis for Human Resource Development Practitioners	3
6503	Training Design, Delivery and Evaluation	3
6603	Job Analysis and Strategic Organisational Staffing	3
6604	Performance Management: Theories and Practices	3
6701	The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation	3

TOTAL NUMBER OF CREDITS FOR DIPLOMA - 24

HRNM6102: Groups: Development, Processes and Theory

For Kurt Lewin (1951), group dynamics describes the phenomenon that occurs when individuals' behaviours combine synergistically in a group. In this process, the behaviour of group members is determined by the interaction of their personal qualities with factors present in their environment.

This course provides students with the opportunity to explore this complex interaction process in groups. Specifically, it seeks to develop students' awareness of their group behaviours and individual qualities, and how these influence the dynamics of the groups in which they operate, particularly those in their work organization setting. Utilising an experiential learning approach, the course will facilitate self-exploration and development and the assessment of students' interpersonal styles in a group setting. Additionally it will draw on various interpersonal and group dynamics related theories to anchor the learning experiences for application within the work environment. Exposure to this course is likely to facilitate behavioural change, at least within the class itself, and this hopefully will be transferred to a wide range of group situations.

Finally, the course provides opportunity for theoretical/research and experiential exploration of issues related to groups which impact organisational functioning and performance. Also, the course is designed to further develop skills that will enhance the HRD practitioner's capacity in dealing with the variety of group based issues and problems in organisations.

HRNM6201: Organisational Strategy: Management, Leadership and Organisational Ethics

This course is a foundation course for the other courses in the Masters in HRD programme. Its objective is to provide a discussion of the role of strategic decision-making from the organisation's leaders and how these persons harness the major HRM functions within the framework of ethical practice. Further, this course is intended to enhance students' awareness of the issues that most challenge ethical practice in business. The course will expose students to models of ethical decision making in order to develop their skills in this area, and to deepen their professional commitment to the creation of ethical organisations that support the various sectors of economic activity within Jamaica.

HR6301: Organisations: Design, Intervention and Evaluation

Within today's intensively competitive and constantly changing business environment, the ability of an organisation to thrive and survive within such a context, is largely dependent upon management's ability to evaluate the way their organisations are designed. Equally, as the business environment changes, management will also have to know how to redesign such organisation's structure and culture etc., to ensure constant realignment with the changing environment, as a basis to facilitate enhanced competitiveness and long-term survival. As a result, it is imperative that management gains the required knowledge and skills in the discipline of Organisational Design & Development, as a means to effectively manage their organisations to achieve these objectives.

The aim of this course is to expose students to the various theories and skills that underlie traditional and contemporary Organisational Theory and Design, to enhance their ability as potential managers, to competently engage in the process of organisational re-alignment for enhanced competitiveness and long-term survival. Equally important, the course is also focused on developing the necessary change management skills which are required to effectively manage the transformation process to attain re-alignment.

This course also introduces students to the techniques of diagnosing and subsequently developing intervention strategies, intended to increase organisational effectiveness in a practical way.

Finally, the course provides an opportunity for participants to work in teams to address real life problems that exist in different types of organisations. Participants are expected to develop additional insights and competencies that are required to provide focused interventions to add value to the organisation. The course is practical in orientation, and represents a culmination of the stream of courses offered in the Diploma in HRD programme. This group project also serves as learning exercise that will equip students with the skill, knowledge and abilities to conduct their practicum on an independent basis.

HRNM6404: Financial Data Analysis for Human Resource Development Practitioners

This course aims through a combination of lectures, case studies and practical labs to show human resource development practitioners the potential of financial data as a decision-making tool and thereby give them the information to contribute, in the language understood by the other functional areas of the organisation, to the bottom-line. It will introduce some of the basic concepts used by accountants and financial managers in decision-making and show how these concepts are applicable to human resource development activities.

HRNM6503 Training Design, Delivery and Evaluation

This course seeks to introduce students to the basic elements of the training process and determine how these elements assist in achieving training goals and objectives. The role played in the training process by the main constituents inside and outside of the organisation will be examined to determine relevance, centrality and influence. Special attention will be given to the significance of evaluation and, in particular, measuring of return of investment (ROI) or the impact of training on company investment. The course will analyse the principles of adult learning and identify strategies and tools used for effective training. In addition, current issues surrounding training, education and development will be analysed in fact of strong demands from business and industry for greater value from the training input.

HRNM6603: Job Analysis and Strategic Organisational Staffing

The capacity of an organisation to execute its business strategies and remain competitive in complex and dynamic environments resides primarily in the quality of its employees. Organisation performance and survival is, therefore, hinged on acquiring and effectively deploying employees with the appropriate and optimal mix of skills, abilities and attitudes. The practice of staffing has changed significantly. Hiring managers and human resource professionals need to be familiar with strategic staffing techniques.

With this in mind we will also take a comprehensive look at job analysis. Job Analysis is a human resource management/development activity aimed at defining and understanding jobs, individually and according to their relevant cluster(s) or families across the organisation or enterprise. The process guides the actual location or placement of the job(s) within the organisational and operating structure, thereby facilitating appropriate recruitment and selection, relevant training and orientation programmes, employee promotion and succession planning and compensation and rewards management. Beyond and above the relevance at the organisational/enterprise level, job analysis serves a broader function of standardisation of jobs, proper classification by industry, nationally and internationally, and integration of the relevant institutional network.

HRNM6604: Performance Management: Theories and Practice

The content of this course also includes information to assist practitioners in gaining an understanding of the different approaches to performance management, thereby providing the knowledge required to make informed choices in evaluating and selecting a performance system. This course seeks to provide participants with an awareness of the processes involved in linking employee behaviours and results with the organisation's strategic objectives.

HRNM6701: The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation

This course seeks to establish the institutional framework within which organisations and workers operate within the Caribbean. The organisation is located within the regulatory framework, and in relation to the activities of formal organisations such as trade unions, employers and workers associations, and other relevant groups in the wider society. It is intended that an appreciation of the way in which labour/management relations are realised in

actuality will be achieved. However, rather than being strictly descriptive, it is expected that there will be evidence of a reasonable degree of analytical ability among the participants.

Additional Information/Notes:

METHOD OF ASSESSMENT
Courses will be assessed on the basis of coursework and formal examinations. These examinations may take the form of projects as well as by written submissions where deemed appropriate to the learning objectives of the course by the lecturer in consultation with the Academic Directors. Students are expected to obtain at least 50 percent of BOTH the course work and examination components of the course where applicable. Failure to get a grade of 50 percent in either the coursework or the final examination will result in failure of the course. Students will be allowed to repeat any course only once. A maximum of four courses may be repeated before students are asked to withdraw from the programme. Students may be required to withdraw from the programme if their rate of progress is unsatisfactory. Students who obtain a grade of A in six courses, AND who have an overall average of at least 70% (A), AND who have not failed any course while registered in the programme will receive a Distinction.

Department Contact Information:

The Information and Student Services Office of the Human Resource Development Graduate Programmes Unit is located at:

1B Aqueduct Flats, c/o The Department of Sociology, Psychology and Social Work, The University of the West Indies, Mona, Kingston 7

Telephone: 970-6466 or UWI Extn. 3466
E-mail: diphrd@uwimona.edu.jm
Website: http://www.uwihrdob.com/
HRD TV: https://www.youtube.com/channel/UCUg0PwF5v0hv4EeOY1_jPug
Facebook: https://www.facebook.com/profile.php?id=100009769331886
Twitter: https://twitter.com/UWI_HRD?lang=en
LinkdIn: https://www.linkedin.com/in/msc-hrd-uwi-35b975b9/

Programme Coordinators:

Mr. Clement Branche
Dr. Disraeli Hutton

Ms. Olivene Thomas – Administrative Officer/Assistant Coordinator

MSc Sociology

Specializations/Options:

- Social Anthropology
- Social Policy and Administration
- Sociology of Development
- Social Policy and Development (Joint specialization)

Programme Objectives: The Masters degree programme in Sociology is designed to produce graduates with the ability to analyze critically the structure of Caribbean societies, and to engage effectively with the problems of the society in a manner that gives due weight to social, cultural and institutional analyses, as well as problem solving.

Entry Requirements: Applicants must have a Bachelors degree from a recognized university with at least Upper Second Class Honours. Students must demonstrate familiarity with sociological theory and aptitude in research (qualitative and quantitative); have successfully completed the core department requirements for the specialization for which they are applying (with grades no lower than a B); and have computer skills at minimum competence in Microsoft Office (Word, Excel, Power-Point).

Areas of Research

- Sociology of Development
- Social Policy
- Anthropology
- Demography

Departmental Seminars: 3. These are SY69A, SY69B and SY69C

Duration of programme:

EITHER: First year full time and second year part-time
OR Five semesters part-time

Programme Structure
Year 1

Semester 1	**Semester 2**
Sociological Theory	Sociological Theory
Research Methods	Statistics/Advanced Qualitative Research
Special Field	Special Field
Seminar (Technical Writing)	Seminar (Critical Approaches to Caribbean Society and Culture)

Year 2

Semester 1	**Semester 2**
Special Field	
Seminar (Critical Approaches to Caribbean Society and Culture	

Social Assessment course
OR
Integrated Methodology course
OR
Research Paper

Courses

Course Code	Course Name	No. of Credits	Course Weighting
SY66A	Sociological Theory I	3	60% Exam 40% Coursework
SY66B	Sociological Theory II	3	60% Exam 40% Coursework
SY62A	Advanced Social Research Methods I	3	60% Exam 40% Coursework
SY62B	Advanced Social Research Methods II	3	60% Exam 40% Coursework
SOCI6120	Integrated Methodology for Social Research	6	100% Coursework
SY690	Research Paper	6	
SY62E	Social Assessment	6	100% Coursework

Course Description:

SY66A Sociological Theory I

This course is intended to bring the student to a deeper appreciation of the origins of sociological thought and the ideas of main thinkers during the formative years of the discipline. The objective is to establish a mastery of the bedrock subject matter in the discipline and to develop a critical eye. Beyond the subject matter, students are brought to the epistemological and ontological bases of social thought. The emphasis is on the meta-theory, not simply theory.

SY66B Sociological Theory II

This course builds on the classical theories of Semester I. It is intended to bring the student to a deeper understanding of the 20th Century developments in sociology. Apart from being a continuation of the classical material, the objective is to raise some of the critical issues in contemporary sociology. Like the preceding course it is meta-theoretical. Yet, one main concern is the search for a Caribbean sociology. In the end it is expected that the student will raise and answer questions about the nature of sociological theory today.

SY62A Advanced Social Research Methods I

This course will introduce students to some of the important theoretical and methodological issues related to the use of the scientific method in social research. By the end of this course participants should be able to use and critically assess a variety of techniques of analysis. Additionally, they should have developed a fairly high level of competence in one of the

techniques of analysis.

SY62B Advanced Social Research Methods II

This objectives of this course are to: critically appraise the social scientific method in regard to its role in helping to explain social reality examine the methodological bases of theory construction in the social sciences; examine the epistemological bases of selected approaches to social research methods.

SOCI6120 Integrated Methodology for Social Research

This course will be delivered in two semesters. The first sections serve to provide the foundation for the core of the course. The course starts with an introduction that places emphasis on philosophy and the rationale for mixed methodology, and then proceeds to examine key issues in research design. Subsequent sessions deal with the nuts and bolts of the research process, and the interaction between the research findings as they emerge. Once the Research Group has agreed on a theme for the research undertaking, and participants have been assigned to research teams, preliminary fieldwork will be initiated in order to develop and structure this proposed theme.

Programme Coordinator: Dr. Julian Devonish

Contact Information

MSc Applied Psychology
Dr. Garth Lipps
512-3339
garth.lipps@uwimona.edu.jm

MSc Clinical Psychology
Dr. Rosemarie Johnson
512-3347
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MSc Demography
Prof. Patricia Anderson
512-3309
patricia.anderson@uwimona.edu.jm
or
Ms. Sharon Priestley
512-3555
srpriestley@gmail.com

MSc Human Resource Development (HRD)
Prof. Patricia Anderson
512-3309
patricia.anderson@uwimona.edu.jm
or
Ms. Olivene Thomas

412-3466
mschrd@uwimona.edu.jm
Master of Social Work (MSW)
Mrs. Karlene Boyce-Reid
512-3326
karlene.boycereid@uwimona.edu.jm

MPhil/PhD Sociology (by Research)
Mr. Clement Branche
977-0315
clement.branche@uwimona.edu.jm

PhD Organizational Behaviour
Prof. Patricia Anderson
512-3309
patricia.anderson@uwimona.edu.jm
or
Ms. Olivene Thomas
412-3466
mschrd@uwimona.edu.jm

Master of Social Work

Specializations / Options:

- Administration and Management of Human Services
- Clinical Social Work Practice
- Community Organization and Policy Practice
- Advanced Generalist Social Work Practice

Programme Objectives:

The goal of the MSW Programme is to train persons who will either provide leadership as administrators and managers of social service agencies, or serve as specialist practitioners in selected fields of social work and/or train and direct a wider body of agency personnel in those fields – all within a clear policy framework guided by professional, theoretical and ethical practices.

Programme Structure:

This is a 3 semester (full-time) or 5 semester (part-time) programme, including summer practica placements. The programme comprises 4 major components:

- **3 Foundational Core Courses** common to all Fields of Specialization;
- **3 Fields of Specialization**

  – Administration and Management of Human Services;

- Clinical Social Work Practice; and
- Community Organization and Policy Practice.

Students will be required to choose 4 courses from among the three areas of specialization and must satisfactorily complete at least the 2 or 3 stated courses in a single field in order for a Field of Specialization to be recorded on one's transcript; **or students may choose to do**

- An Advanced Generalist Programme which allows students to choose any 4 courses

A Minor Practicum; and a Major Practicum which may be arranged outside of Jamaica at the student's expense. (Check out also, the possibility of doing a Caribbean field placement where some expenses will be paid for.)

A Research Component comprising a Research Methods course and a Social Work Research Report.

All course work and practica should be completed before registering for the Research Report.

All courses are 3 credits except for Major Practicum – 6 credits. The total number of credits for the degree is 36.
The curriculum is designed to strengthen the focus of Social Work as a professional activity operating within a broad policy framework and which requires firm theoretical grounding for enhancing students' understanding for practice interventions.

Method of Assessment

Award of the Master of Social Work (MSW) degree requires a minimum of a B grade (50%) in **both** coursework and examination. "A distinction is awarded to candidates who achieve an average of 70% or better (Grade A) in the written courses and a mark of 70% or better in the research paper or project report". (Section I, General Regulations, # 78, p. 13.)

Courses(Core):

Administration and Management of Human Services – Full-time

Semester I,

SW64A:	Theory Development for Advanced Social Work Practice
SW 61A:	Human Resource Management and Administration
SY65A:	Social Policy and Administration I

Semester II

SW61B:	Methods of Strategic Management
SW64C:	Programme Planning, Management and Evaluation
SW66C:	Methods of Policy Practice
SW62A:	Advanced Qualitative Research Methods

SW63A: Minor Practicum – summer
SW63B: Major Practicum – summer

Semester I,

SW60A: Professional Development and Ethical Issues in Human Service
SW62D: Social Work Research Report

Clinical Social Work Practice – Full time

Semester I,
SW64A: Theory Development for Advanced Social Work Practice
SW65A: Advanced Clinical Social Work Practice
SY65A: Social Policy and Administration I
SW60A: Social Investment in Children (elective – advise Practicum Coordinator)
Semester II

SW65B: Evaluation of Clinical Social Work Practice
SW62A: Advanced Qualitative Research Methods
1 other elective (if you have done SW60A) **or** 2 electives from the list on page 10
SW63A: Minor Practicum – summer
SW63B: Major Practicum – summer

Semester I,

SW60A: Professional Development and Ethical Issues in Human Service
SW62D: Social Work Research Report

Community Organization and Policy Practice – Part-time
Semester I,

SW64A: Theory Development for Advanced Social Work Practice
SW 66A: Advanced Community Practice

Semester II

SW66C: Methods of Policy Practice
SW62A: Advanced Qualitative Research Methods
SW63A: Minor Practicum - summer (preferred, but optional)
Semester I,

SW60A: Professional Development and Ethical Issues in Human Service
SY65A: Social Policy and Administration I

Semester II

	2 electives from page 11
SW63A:	Minor Practicum (if not done summer 2009)
SW63B:	Major Practicum

Semester I,

SW62D:	Social Work Research Report

Advanced Generalist Social Work Practice

Semester I,

SW64A:	Theory Development for Advanced Social Work Practice
	1 Elective

Semester II

	2 Electives
SW63A:	Minor Practicum - summer (preferred, but optional)

Semester I,

SW60A:	Professional Development and Ethical Issues in Human Service
SY65A:	Social Policy and Administration I

Semester II

	1 elective
SW62A:	Advanced Qualitative Research Methods
SW63A:	Minor Practicum (if not done summer 2009)
SW63B:	Major Practicum

Semester I,

SW62D:	Social Work Research Report

Electives

Students are required to check other Units/Departments for non-Social Work courses

Course Description:

SW60A: Professional Development and Ethical Issues in Human Services

This course is intended to deepen students' awareness of the importance of ethics in their day to day work as human service professionals; to develop their skills in ethical decision-making and to assist them in internalizing norms of professional conduct appropriate to their profession and field of service. The course will also be a vehicle for increasing students' professional commitment to the creation of effective and just policies for the people of the Caribbean.

SW64A: Theory Development for Advanced Social Work Practice

The course is designed to examine, from a generalist perspective, current social work theories and development of theories which underpin social work practice across systems of different sizes - individuals, families, groups, communities and organizations.
The course will provide in-depth knowledge and evaluation of the utility of (a) competing social work theories; (b) models of change; (c) the process of interaction between professional social workers and the various client systems, thereby improving the competencies in theory building, research, evaluation and practice. The course will concentrate on significant areas of focus in order to bring out specific intervention methods that are appropriate for practice with people of the region.
Students in the different sequences and specializations in the graduate programme will be expected to apply their understanding of theory development across all the modalities of social work practice. Through carefully designed seminars which will be held monthly, students will be expected to conceptualize how these relate to contemporary social issues through critical thinking and analysis.

SY65A: Social Policy and Administration I

This course provides a foundation in social policy and administration. Its aims are to examine ideas on and approaches to social policy, both Caribbean-wide and internationally, in the context of rapidly changing political, economic and social ideas about social conditions, social needs and social interventions; review Caribbean social policies in both the historical and contemporary setting; develop graduate student skills in policy analysis, policy planning and policy implementation.

SW61A: Human Resource Management and Organization

This course will focus on the strategic management of human resource by human service administrators. In so doing, emphasis will be placed on (1) the role of administrators in statutory and non-governmental organizations in the Caribbean; (2) strategic managers, rather than on operational activities that belong to the area of personnel management; (3) analyzing and testing corporate strategic issues.

SW61B: Methods of Strategic Management in Human Services

This course will focus on the theory and practice of strategic management in human services. It will examine existing and emerging theories and concepts and the interaction between administration, management, policy and strategy.

SW64C: Programme Planning, Management and Evaluation

This course seeks to equip participants with a set of skills in programme management, including programme planning, budgeting, monitoring and evaluation.

SW62C: Financial Management for the Human Services – *not offered 2008/2009*

This course seeks to provide an introduction to Financial Management for the Human Services. However, in order to appreciate Financial Management, students require some level of exposure to Accounting. In light of this, the earlier half of the course is devoted to the introduction of basic Financial Accounting and basic Management Accounting concepts respectively. The latter half will then focus on basic Financial Management issues within the Human Services.

SW66C: Methods of Policy Practice (See under *Community Organization and Policy Practice)*

SW65A: Advanced Clinical Social Work Practice

This course will give the advanced student intense and comprehensive exposure to the methods, practice skills and techniques of clinical intervention with individuals, groups and families within a generalist framework.

The student will be exposed to some broad-based techniques for preliminary assessment, as well as techniques of goal setting and treatment planning used with individuals, groups and families. Focus will be on psycho-social interventions with individuals, groups and families within the context of their environment, utilizing selected problems of social functioning with Caribbean societies.
Students will have the opportunity to examine issues of empowerment in working with disadvantaged and dispossessed client populations. This course will involve the use of an integrated journal.

At the end of the course students will present an Advanced Clinical Seminar on Innovations in Social Work Practice that they may have developed for working with specific client populations. This seminar, which will be for the benefit of academics, other students and field instructors, together with the integrated journals, will form part of the assessment process for this course.

*Coursework will involve a major paper which will be presented orally to field personnel and academics at the end of the semester, on the student's perspectives of the different phases of work of a single assigned case. (Advanced Clinical Seminar).

SW65B: Evaluation of Clinical Social Work Practice

The central theme of this course is the assessment of client systems in terms of their operation and functioning. This will include exposure to practice evaluation techniques in all three social work settings. The course will foster the cultivation of habits of scholarly enquiry as they relate to social work practice with children and families in the Caribbean. Students will review outstanding research studies, examine the research literature in relation to direct intervention with children and families in all practice modalities and will carry out evaluations of their own practice.

SW65C: Group Counselling / Therapy

This course is both theoretical and practical in nature. Theories, models and techniques will be examined from both generalist and clinical perspectives within the context of critical issues and problems requiring group counselling interventions. Students are expected to participate in self-exploration and leadership activities as part of their own development as group counsellors. In addition, the course will provide "hands on" exposure of organizing and implementing a group counselling project which will require students to participate in at least one, and possibly two week-ends, of workshop/counselling activities.

SW68B: Family Therapy

This course will provide students with an opportunity to understand the theoretical concepts and techniques of family therapy as they apply to social work practice. In pursuing this course, the student will have an opportunity to integrate class and field experiences with a special focus on family assessment and treatment. There will be an emphasis on professional awareness and self-evaluation. Students will develop perceptual and conceptual skills that enable them to identify transactional patterns in families and to understand family functioning from a systems perspective. A range of strategies will be examined, involving the differential use of contemporary therapeutic modalities, particularly as they relate to their usefulness for the Caribbean.

SW68C: Social Work Assessment and Treatment: Children and Adolescents

This course is designed to equip the advanced clinical student with the necessary skills to administer a range of assessment instruments and tools for work with children and adolescents. Students will be exposed to assessment techniques and procedures that will assist in formulating differential treatment plans for children and adolescents in crisis situations (brief treatment) as well as in situations needing longer-term treatment.

Students will do an applied clinical exposure over an eight-week period where they will be exposed to the use of assessment protocols available in contemporary clinical settings. This will include computer applications of assessment procedures such as The "Eco-Scan", a system of assessing individuals and families within their environment and Computer-Assisted Social Services (CASS), an intake system for assessing the basic social status of clients in any social service agency.

*Coursework will consist of a major paper involving the development of a detailed assessment protocol and treatment plan for an assigned case.

SW66A: Advanced Community Practice

The objectives of this course are to build on the foundation of earlier undergraduate studies by deepening the students' understanding of contemporary theoretical and practice trends in the areas of group and community work/organization; facilitating students' application of this knowledge to the study and analysis of a range of practice situations; enabling students to achieve a greater sophistication and mastery of skills in ***Course Description:***

SW60A: Professional Development and Ethical Issues in Human Services

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Students will have the opportunity to examine issues of empowerment in working with disadvantaged and dispossessed client populations. This course will involve the use of an integrated journal.

At the end of the course students will present an Advanced Clinical Seminar on Innovations in Social Work Practice that they may have developed for working with specific client populations. This seminar, which will be for the benefit of academics, other students and field instructors, together with the integrated journals, will form part of the assessment process for this course.

*Coursework will involve a major paper which will be presented orally to field personnel and academics at the end of the semester, on the student's perspectives of the different phases of work of a single assigned case. (Advanced Clinical Seminar).

SW65B: Evaluation of Clinical Social Work Practice

The central theme of this course is the assessment of client systems in terms of their operation and functioning. This will include exposure to practice evaluation techniques in all three social work settings. The course will foster the cultivation of habits of scholarly enquiry as they relate to social work practice with children and families in the Caribbean. Students will review outstanding research studies, examine the research literature in relation to direct intervention with children and families in all practice modalities and will carry out evaluations of their own practice.

SW65C: Group Counselling / Therapy

This course is both theoretical and practical in nature. Theories, models and techniques will be examined from both generalist and clinical perspectives within the context of critical issues and problems requiring group counselling interventions. Students are expected to participate in self-exploration and leadership activities as part of their own development as group counsellors. In addition, the course will provide "hands on" exposure of organizing and implementing a group counselling project which will require students to participate in at least one, and possibly two week-ends, of workshop/counselling activities.

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SW68C: Social Work Assessment and Treatment: Children and Adolescents

This course is designed to equip the advanced clinical student with the necessary skills to administer a range of assessment instruments and tools for work with children and adolescents. Students will be exposed to assessment techniques and procedures that will assist in formulating differential treatment plans for children and adolescents in crisis situations (brief treatment) as well as in situations needing longer-term treatment.

Students will do an applied clinical exposure over an eight-week period where they will be exposed to the use of assessment protocols available in contemporary clinical settings. This will include computer applications of assessment procedures such as The "Eco-Scan", a system of assessing individuals and families within their environment and Computer-Assisted Social Services (CASS), an intake system for assessing the basic social status of clients in any social service agency.

*Coursework will consist of a major paper involving the development of a detailed assessment protocol and treatment plan for an assigned case.

SW66A: Advanced Community Practice

The objectives of this course are to build on the foundation of earlier undergraduate studies by deepening the students' understanding of contemporary theoretical and practice trends in the areas of group and community work/organization; facilitating students' application of this knowledge to the study and analysis of a range of practice situations; enabling students to achieve a greater sophistication and mastery of skills in both group and community work. Content will include advanced practice principles in working with community groups; conceptualization of community; community work practice models; issues in community work

practice.

SW66C: Methods of Policy Practice

The course is designed to strengthen the student's commitment to and competence in pursuing social change through intervening in the policy process. It will introduce the student to the field of policy practice. It will develop their understanding of the policy environment in the Caribbean, as well as strengthen their skills in issue identification, proposal development and work with stakeholder groups.

SW66B: Community Economic Development for Social Change – *not offered 2007/2008*

This course seeks to examine the emergence of the concept of community economic development (CED) as an intervention strategy for addressing the social and economic needs of marginalized groups and enhancing their status and influence in society. It seeks to support the development of the students' competence in pursuing this goal.

SW63A: Minor Practicum (160 hrs.)

SW63B: Major Practicum (320 hrs.)

SW62A: Advanced Qualitative Research Methods

This is an advanced course in qualitative methods of research as they are used in the international social science community. Students will develop an understanding of the issues and debates that surround qualitative research; as well as skills in a number of techniques.

SW62D: Social Work Research Report

Students will be required to produce a well-organized, systematic and clearly presented report which seeks to analyze a theoretical or an empirical problem by critical application of the necessary conceptual frameworks and methodological tools. The Report must be anchored in Social Work and reflect integrated learning by the student.

Contact Information:

Social Work Unit Office
Ext 3009
970-3861 or 970-4336
Fax 702-4571

Programme Coordinator: Dr. Sandra Chadwick-Parkes

PhD Organisational Behaviour

Programme Objectives:

The programme is designed to develop scientists and practitioners who are prepared adequately for an academic or a professional career in organisational analysis and intervention, whether in consultancy or within industry or the public sector. This doctoral programme seeks to provide

the theoretical foundation and the technical skills needed to understand the complex issues which arise from social interaction within organisations.

Entry Requirements:

It is expected that students who are admitted to the doctoral programme will already have a Master's degree with a substantial background in management or the behavioural sciences. Successful applicants are likely to be those with at least a B+ average during their graduate programme. Admission decisions are based on evaluation of the complete record for the applicant, which includes academic performance, work experience, evaluations and recommendations and evidence of motivation and skills relevant for a successful professional career. These include writing and communication skills. Personal interviews will be conducted with all applicants.

Areas of Research

Employee *(Assessment, Engagement, Decision-Making, Development, Motivation, Psychology)*; Leadership Development; Organisations *(Caribbean Theory Development, Change, Complexity, Development and Growth, Justice, Strategy, Trust)*

Seminars:
At least three.

Duration of programme: Approximately five academic years.

Programme Structure:

The core courses are all 3-credit offerings with the exception of the former elective course HRNM7303 Advanced Seminar in Organisational Design and Change that is worth two credits and is now a programme requirement. The courses in research methodology and quantitative analysis are also 3-credit offerings. Additionally, students will be required to take at least two seminars to comprise six credits from a list of approved courses. The structure of the revised programme is summarised below:

- 7 courses in organisational studies
- 5 courses in research methodology and statistics
- 2-3 seminars in the specialisation (6 credits required)
- 1 Practicum (550 hours)
- Comprehensive Examination
- Research Paper, Dissertation Proposal and the Dissertation

The research requirements for this degree are a 6-credit research paper and a dissertation which is equivalent to 24 credits (total 30 research credits). The research paper is expected to be approximately 15,000 words, while the students, after consultation with their supervisory team, will be given the choice of either a traditional dissertation of at least 60,000 words or the

submission of a manuscript-based thesis as outlined in Appendix II.

In accordance with international practice and the stipulations set out in BGSR.P.5 2008/2009, the university's *Guidelines for the Preparation of Manuscript-Based Theses*, this option would comprise a collection of shorter papers that describe a single programme of research of which the student is the author or primary co-author. Additionally, the thesis would conform to the prescriptions for formatting and other presentation requirements made in the UWI's *Thesis Guide*. Students will continue to be required to take a comprehensive examination on completion of the doctoral coursework, and complete both a research paper on a topic of their choice along with a dissertation proposal and the dissertation. Students will also be required to make a public oral defence of their thesis. In summary, the revised Ph.D. in Organisational Behaviour will be structured as follows:

REVISED Ph.D. PROGRAMME IN ORGANISATIONAL BEHAVIOUR	
COURSES	**NO. OF CREDITS**
CORE THEORY REQUIREMENTS 1. HRNM7301 Complex Organisations (3 Credits) 2. PSYC6008 Psychology of Work and Motivation (3 Credits) 3. PSYC6010 Organisational Learning (3 Credits) 4. HRNM7102 Psychological Assessment in Organisations (3 Credits) 5. HRNM7703: Interactions and Organisation in the Caribbean (3 Credits) 6. HRNM7303 Advanced Seminar in Organisational Design and Change (2 Credits) 7. HRNM7101 Contemporary Issues in Organisational and Social Psychology (3 Credits)	20
METHODOLOGY REQUIREMENTS 8. HRNM7401 Qualitative Research Methods in Organisational Studies 9. HRNM7402 Organisational Theory Based Empirical Research 10. SOCI6115: Quantitative Data Analysis in the Social Sciences 11. SOCI6068: Advanced Social Research Methods II 12. PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour	15
FIELD ELECTIVES Six credits from among the following specialisation fields: 13. HRNM7302 Strategic Leadership and Change Management (3 Credits) 14. HRNM7304 Organisational Decision-Making (2 Credits) 15. HRNM7305 Organisational Theory Seminar (2 Credits) 16. HRNM7501 Advanced Training (3 Credits) 17. HRNM7601 Organisational Consulting (2 Credits) 18. HRNM7602 Career Counselling (2 Credits) 19. HRNM7701 Selected Topics in Human Resource Development (2 Credits) 20. HRNM7702 Ergonomics, Health and Safety (2 Credits) 21. HRNM7801 Computer Applications for Human Resource Managers 22. HRNM7802 Strategic Management in Organisations (3 Credits) 23. SOCI6001: Multivariate Analysis (3 Credits)	6

PRACTICAL/ REQUIREMENTS 24. HRNM7002 Major Practicum (550 hours)	8 (Pass/Fail)
EXAMINATION/RESEARCH REQUIREMENTS 25. HRNM7004 Comprehensive Examination	Pass/Fail
26. HRNM7003 Research Paper 27. HRNM7005 Dissertation	6 24
TOTAL NUMBER OF CREDITS (3-4 years duration)	79

TABLE 2: SAMPLE PH.D. ORGANISATIONAL BEHAVIOUR PROGRAMME SCHEDULE (PART-TIME)	
Year I - Academic Year 2017 – 2018	
Semester I	**Semester II**
SOCI6115: Quantitative Data Analysis in the Social Sciences	HRNM7401 Qualitative Research Methods in Organisations
PSYC6008 Psychology of Work and Motivation	PSYC6010 Organisational Learning
HRNM7102 Psychological Assessment in Organisations	HRNM7703: Interactions and Organisation in the Caribbean
Summer 2018	
HRNM7301 Complex Organisations	
Year II - Academic Year 2018 – 2019	
Semester I	**Semester II**
HRNM7101 Contemporary Issues in Organisational and Social Psychology	PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour
SOCI6068: Advanced Social Research Methods II	HRNM7303 Advanced Seminar in Organisational Design and Change
Summer 2019	
HRNM7402 Organisational Theory Based Empirical Research	
Year III - Academic Year 2010 – 2020	
Semester I	**Semester II**
Elective I	Elective III (If necessary)
Elective II	HRNM7002 Major Practicum (275 hours) OR all 550 hours of HRNM7002 if possible.
HRNM7002 Major Practicum (275 hours)	
Summer 2020	
HRNM7003 Research Paper	

HRNM7004 Comprehensive Examination	
***Year IV - Academic Year 2020 – 2021**	
Semester I	**Semester II**
HRNM7005 Dissertation	HRNM7005 Dissertation
***Year V - Academic Year 2021 – 2022…**	
Semester I	**Semester II**
HRNM7005 Dissertation	HRNM7005 Dissertation

** Students will normally be expected to register for each academic year during which they are pursuing their fieldwork and the write-up of their thesis. The University of the West Indies allows up to seven years for the completion of the programme.*

TABLE 3: SAMPLE PH.D. ORGANISATIONAL BEHAVIOUR PROGRAMME SCHEDULE (FULL TIME)	
Year I - Academic Year 2017 – 2018	
Semester I	**Semester II**
SOCI6115: Quantitative Data Analysis in the Social Sciences	HRNM7401 Qualitative Research Methods in Organisations
PSYC6008 Psychology of Work and Motivation	PSYC6010 Organisational Learning
HRNM7102 Psychological Assessment in Organisations	HRNM7301 Complex Organisations
HRNM7101 Contemporary Issues in Organisational and Social Psychology	HRNM7303 Advanced Seminar in Organisational Design and Change
Elective I	HRNM7703: Interactions and Organisation in the Caribbean
Year II - Academic Year 2018 – 2019	
Semester I	**Semester II**
SOCI6068: Advanced Social Research Methods II	PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour
Elective II	HRNM7402 Organisational Theory Based Empirical Research
Elective III (If necessary)	
Year III - Academic Year 2019 – 2020	
Semester I	**Semester II**
HRNM7002 Major Practicum (275 hours)	HRNM7002 Major Practicum (275 hours) OR all 550 hours of HRNM7002 if possible.
HRNM7003 Research Paper	
Summer 2020	
HRNM7004 Comprehensive Examination	

*Year IV - Academic Year 2020– 2021	
Semester I	**Semester II**
HRNM7005 Dissertation	HRNM7005 Dissertation
***Year V - Academic Year 2020 – 2021…**	
Semester I	**Semester II**
HRNM7005 Dissertation	HRNM7005 Dissertation

** Students will normally be expected to register for each academic year during which they are pursuing their fieldwork and the write-up of their thesis. The University of the West Indies allows up to seven years for the completion of the programme.*

Enrollment Option

Full-Time √ Part-Time √

Core Courses

Course Code	Course Name	No. of Credits
HRNM7002	Major Practicum (550 hours)	8
HRNM7003	Research Paper	6
HRNM7004	Comprehensive Examination	Pass/Fail
HRNM7005	Dissertation	24
HRNM7101	Contemporary Issues in Organisational and Social Psychology	3
HRNM7102	Psychological Assessment in Organisations	3
HRNM7301	Complex Organisations	3
HRNM7303	Advanced Seminar in Organisational Design and Change	2
HRNM7401	Qualitative Research Methods in Organisational Studies	3
HRNM7402	Organisational Theory Based Empirical Research	3
HRNM7703	Interactions and Organisation in the Caribbean	3
PSYC6008	Psychology of Work and Motivation	3
PSYC6010	Organisational Learning	3
PSYC6032	Applied Research Methods in Psychology and Organisational Behaviour	3
SOCI6115	Quantitative Data Analysis in the Social Sciences	3
SOCI6068	Advanced Social Research Methods II	3

Electives

Course Code	Course Name	No. of Credits
HRNM7302	Strategic Leadership and Change Management	3
HRNM7304	Organisational Decision-Making	2
HRNM7305	Organisational Theory Seminar	2
HRNM7501	Advanced Training	3
HRNM7601	Organisational Consulting	2
HRNM7602	Career Counselling	2
HRNM7701	Selected Topics in Human Resource Development	2
HRNM7702	Ergonomics, Health and Safety	2

HRNM7801	Computer Applications for Human Resource Managers	2
HRNM7802	Strategic Management in Organisations	3
SOCI6001:	Multivariate Analysis	3

Students must seek permission to do other courses as electives. These courses must be relevant to their dissertation topic.

TOTAL NUMBER OF CREDITS: 79

SELECTED COURSE DESCRIPTIONS

HRNM7101: Contemporary Issues in Organisational and Social Psychology *(3 Credits)*

In addressing the social psychology of organisations this course looks at contemporary issues both in social psychology and in the social psychological processes in organisations. It also provides multidisciplinary coverage of the organisational contexts in which social psychologists may work in a variety of professional domains. Familiarity with social psychological methods is assumed but their application within organisational processes and contexts will be examined in detail within the course.

The course aims to give a social psychological perspective on the elements of continuity and change in contemporary organisational life allowing students to develop a critical and reflective understanding of these key processes. The course will be informed throughout by a dual mandate: a rigorous approach to theory yet one firmly placed within the context of emerging organisational issues and relevant, current topics of debate.

HRNM7102: Psychological Assessment in Organisations *(3 Credits)*

This is a course in theory and practice. The course covers the necessary skills that students will need to select, administer, interpret and report on the psychological assessment of individuals within organisations.

Students will learn how to administer tests of interest such as the Strong-Campbell Vocational Interest Inventory, Tests of Aptitude such as the Differential Aptitude Test, Tests of Personality such as the 16-
PF; Behavioural Sampling Techniques such as In-Basket Exercises and integrate the findings of these into a comprehensive report. As part of this course students will be expected to conduct four assessments.

HRNM7201: Legal, Ethical and Professional Behaviour *(1 Credit) [Part of the practicum since 2010]*

This course will entail a review of the guidelines for the use and application for psychological tests internationally. Material will be derived from the Codes of Ethics for programme evaluators – American Evaluation Association, American Educational Research Association and the Canadian Psychological Association among other sources. Group discussion of ethical dilemmas will be a feature of the course.

Additionally, students will have a module on the implications for human resource practitioners of the law of tort, contracts, employment, intellectual property, partnerships and companies.

HRNM7301: Complex Organisations *(3 Credits)*

This is a course in the theory of organisations. It surveys the current state of the art of organisational analysis from a variety of disciplinary perspectives. Particular emphasis is placed on identifying new and emerging organisational networks in an increasingly globalised world.

Course Objectives

After completing the course the student should be able to understand and explain:

- dimensions describing the organisational structure, including the degrees of formalisation, specialisation, standardisation, complexity, and centralisation; the shape of the hierarchy of authority and the degree of professionalism among other parameters;
- dimensions describing the organisational context, including the size of the organisation, the question of global scale, the technology, environment, goals and strategies and its internal culture;
- how these contextual and structural dimensions are interrelated, and
- the mechanisms underlying major organisational processes including innovation and change, information processing and control, decision-making, the dynamics of internal politics and intergroup conflict and relationships among organisations and populations of organisations.

HRNM7302: Strategic Leadership and Change Management *(2 Credits)*

This seminar will cover theories of leadership as well as group dynamics within a multi-cultural context. It also incorporates a strong practical and experiential component based on the recognition that leadership qualities and skills are linked to self-awareness, the ability to manage oneself in different situations, and a high level of interpersonal skills. In this context, participants will have the opportunity to assess and explore their leadership experiences and styles of communication, with the aim to define areas of strength as well as areas that need further development.

The course provides students with the ability to reflect upon and improve their capacity to act

effectively as innovators and change agents. It introduces students to the nature of power and politics in organisations, how this dimension of organisational life impacts upon individual careers and organisational success, commonly recommended approaches and techniques for managing politics, and the personal and ethical issues involved in either participating in or abstaining from politics. The subject reviews current management research on organisational politics and change management, and provides checklists, case studies, guidelines and exercises for improving the students' practical knowledge and experience.

HRNM7303: Advanced Seminar in Organisational Design and Change *(2 Credits)*

Organisational theorist Alfred Chandler is famous for his 1962 insight that strategy drives structure. In other words managers of organisations chart their strategy and then seek a structure that helps them to pursue that strategy. In this course we will adopt Chandler's perspective as we explore the issue of organisational structure and design. We will begin by building our theoretical foundation as we explore theories and concepts in organisational design. We continue our journey by reviewing traditional organisational designs such as Weber's bureaucracy and highlight both their strengths and weaknesses. Recognizing that structure is only a part of organisational design we will examine those factors that impact and are impacted by structure. These include leadership, rewards and decision making. We will then review contemporary organisational designs and critique their strengths and weaknesses. Recognising that organisational designs contain certain assumptions and values we will explore the fit between both traditional and contemporary designs and Caribbean organisations. We conclude our journey by examining issues that suggest the need for organisational redesign and we explore the challenges that confront managers who attempt to change the design of organisations.

HRNM7304: Organisational Decision-Making *(2 Credits)*

This seminar considers topics from organisational science and strategic management that are related to organisational decision making. Topics include organisational power and politics, managerial cognition, strategy formulation, organisational learning, and organisational information processing. The course is concerned with how decisions and strategies are developed in organisations, rather than how they should be. The intent is to develop a better understanding of organisational decision making, particularly at the top management level and particularly when the task is strategy formulation. A related intent is to review and develop theories about organisational decision processes, and thereby help us predict the outcomes of these processes. The content of the course is based on the readings and in-class analysis of journal articles and book chapters.

HRNM7305: Organisational Theory *(2 Credits)*

This foundation seminar aims to enhance participants' understanding of the impact of

organisational structures and managerial strategies and practices on people's behaviour. Students will study the overall relationship of management and organisation structure and their impact on the performance of individuals and groups within the organisation.

Learning outcomes

- Identification and analysis of effective organisational practices
- Research and evaluation of common patterns of behaviour within organisations
- Identification and recommendation of methods of assessing organisations and monitoring their progress

HRNM7401: Qualitative Research Methods in Organisational Studies *(3 Credits)*

Organisational research takes a broad multi-disciplinary qualitative approach to the study of organisations and organising. This course provides students with a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant qualitative organisational research. Students who have completed this unit will, at an advanced level, be able to design research proposals; collect qualitative data using a variety of research techniques; analyse qualitative data; and design probability and non- probability samples for conducting qualitative research.

HRNM7402: Organisational Theory Based Empirical Research *(3 Credits)*

To meet these two objectives, the seminar has been divided into two modules, with the first module focused on crafting new theoretical models from existing theories and the second one focused on the process of conducting empirical research.

The first module uses the "learning by modelling" and "cooperative learning" approaches for developing skills in crafting theory-based research models and for becoming familiar with some major theoretical areas in the organisational and economic theory domains. Two types of papers are assigned to impart learning using these approaches. The first type of papers includes some seminal theory papers on specific topics. The second type includes application papers that utilise theories (covered in the first type of papers) for developing new theories as well crafting new empirical research models. Application papers include three types of applications: 1) extension and integration of theory papers into new theories; 2) development of new theoretical models from theory papers which are then tested using qualitative approaches; and 3) development of new theoretical models from theory papers which are then tested using quantitative approaches.

The second module of the seminar will also use the "learning by modelling" and "cooperative learning" approaches but will focus on the empirical research process. It will review topics pertaining to the philosophy of science, research design, data collection techniques including qualitative and quantitative approaches, and analysis/interpretation of data. Emphasis here will be on learning the substantive aspects of the research process through a careful review of the literature in this area and through an examination of some applications of some of the research methods and techniques in organisational research.

HRNM7501: Advanced Training *(3 Credits)*

This course will focus for the most part upon the actual performance of the training exercise rather than taking the mainly theoretical approach used in the HRNM6503: Training Design, Delivery and Evaluation course taught at the Masters level. The course will involve site visits and the development of a training programme.

HRNM7601: Organisational Consulting *(2 Credits)*

This seminar involves the study, analysis and presentation of recommendations for solving significant problems confronting organisations. Specifically, it will provide an opportunity to explore action inquiry, the different perspectives on organisation, review current consulting practice and the alternative approaches to the consulting process. Students will also examine their relationship to the broader social context in which they work.

HRNM7602: Career Counselling *(2 Credits)*

The course "Career Planning/Development Counselling" is designed to provide the Human Resource Manager with the requisite technical and professional skills to effectively guide the human resource development within his/her organisation.

In addition, the course will place emphasis on the methodologies and strategies to be implemented in guiding the human resource development for the organisation as well as the individual workers within such organisation.

Exit Competence:

On the successful completion of the course, the participants should be able to:

a) Provide career counselling to adults at the beginning (entry level) , middle as well as at retirement and after retirement ;

b) Understand, and appreciate those critical variables, and special issues that impact positively and/or negatively on career development;

c) By taking a proactive approach, identify when an employee needs career planning and/or career development counselling.

d) Develop the skills necessary to successfully determine and influence the career path in the determination of the human resource management for, and in the interest of the organisation as well as for the individual worker (s).

HRNM7701: Selected Topics in Human Resource Development *(2 Credits)*

This seminar will focus, as necessary to meet student demand, on topics such as compensation, job evaluation, staffing organisations, employee assistance, quality assurance, quality management and performance management. The seminar will build on the material covered in Level I of the programme that is not addressed by any other specific course or seminar in Level II.

HRNM7702: Ergonomics, Health and Safety *(2 Credits)*

Organisations are legally required to provide their employees and contractors with safe premises, safe plant and equipment and safe systems of work. This seminar provides practical skills and advice in job safety management and examines issues affecting employee wellness. In this seminar participants will explore the physical, physiological, environmental and cognitive, design factors that affect productivity in the workplace, injury prevention in the workplace and community ergonomics, the development of protective clothing and practices in the workplace, the physical demands of work, HIV/AIDS and other chronic disease policies in the workplace, employee performance in extreme conditions of heat/cold/noise, the use of computers, cellular phones and audiovisual equipment at work and the evaluation of the effects of using these and other common workplace equipment on worker health (i.e. musculoskeletal discomfort/disease/stress).

HRNM7703 - Interactions and Organisation in the Caribbean *(3 Credits)*

This course establishes the nature of the "social psychological enterprise" at the conceptual/methodological, institutional and practical levels. After a brief history of social psychology; examining general issues and problems in theory and in method, we review, mainly from a psychological social psychology perspective, the topics of self, attitude, perception, communication and interpersonal relationships in Caribbean society and organisations.

HRNM7801: Computer Applications for Human Resource Management *(3 Credits)*

This course covers managerial applications of IT and also helps students develop their understanding of the underlying technologies and the frameworks needed to successfully manage these.

The course aims also at an understanding of the relationships between information technology and information systems, business strategy and organisational improvement. It will examine information technology as an enabler and facilitator of business strategy and as a control tool to track performance and improve managerial decision-making. Additionally, the course provides exposure and hands-on experience with software and hardware related to computer applications in human resource management. Students are required to complete a research project related to human resource management applications.

HRNM7802 - Strategic Management in Organisations *(3 Credits)*

This course provides an analysis of the needs, contexts and processes involved in strategic management within growing organisations. To do this, the course will examine the main underlying approaches to strategic management. These range from the commonly applied 'prescriptive' approaches and techniques to approaches which draw from the observation, experience and analysis of real management issues, contexts and behaviour. They also include approaches, which see strategy as a function of competitive market forces and cultural norms, and approaches which see strategy as an outcome of underlying skills, abilities and routines. Additionally, the course will focus upon the implementation and the evaluation of the strategic decisions taken as a result of these prescriptions.

HRNM7901: Dissemination Skills *(1 Credit)[Part of the Practicum since April 2011]*

This course forms part of the weekly skills-building seminars that attend the preparation of the thesis. The course involves techniques essential to facilitate the utilisation and understanding of findings of research and consultation. It would involve training specifically in writing executive summaries, technical manuals and press releases. Additionally students will be taught how to engage the media. This would involve handling television, radio and telephone interviews, a radio interview and a telephone interview. Students will be taught the wedge format in structuring messages to the media. Students will also be instructed in the proper use of the media to disseminate the findings of their work. They will be taught how to negotiate an interview. Finally, students will be expected to make oral presentations to the stakeholders.

PSYC6608 – Psychology of Work and Motivation *(3 Credits)*

A key area of organisational psychology is work motivation. Indeed, it may be said that employee motivation is vitally important to Caribbean development a whole. This course is designed to explore motivation and satisfaction at the employee level in the industrial/organisational context in the Caribbean. Employee motivation is related to critical issues such as employee satisfaction, turnover rates, performance and productivity. In this course students will learn the theories and principles of motivation and why motivation is crucial to organisational performance and employee satisfaction. Students will also develop the skills required to enhance motivation levels of employees at all levels.

PSYC6010 - Organisational Learning *(3 Credits)*

Learning in organisations has moved from a focus on the individual and on to the organisation itself. Indeed, the concept of the "learning organisation" may be critical for Caribbean development and the survival of our enterprises. Within this context, aspects of organisational learning are explored within a Caribbean development. This course explores the concept of the learning organisation and how such organisations maximize their levels of productivity through the utilization of effective organisational learning principles. Students will learn the

fundamentals of organisational learning and why learning is becoming increasingly crucial to organisations. They will develop the skills required by learning and development consultants in high performance organisations.

PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour *(3 Credits)*

In this graduate seminar we will review the major theories that have been developed by Health Psychologists, and explore the many social settings and situations in which this knowledge may be applicable. We will make a deliberate departure from the biomedical model, which assumes that psychological and social processes are independent of the disease/health process. Rather, the biopsychosocial model will guide our work as we explore linkages between the mind, environment, and the body, and ways in which this interaction influences health and illness.

In this course, students will:

- Gain an understanding of the kind of knowledge, training, research and interventions that health psychologists undertake.
- Develop expertise in applying health psychology theory, research methods, and evaluation tools to current social problems.
- Acquire and build on existing research skills by preparing for and making individual, in-class presentations based on a research project of their choice.

SOCI6001 Multivariate Analysis *(3 Credits)*

This course pursues more advanced topics in Multivariate Analysis such as structural-equation modelling. A theoretical approach is used, but emphasis is on applications to management and administrative problems. Applying packaged computer programmes to implement statistical tools is outlined as well as interpreting and analysing computer output. Additionally, the course will cover the mathematical methods for psychometric testing – Calculation of Reliability and Estimation of Validity including multi-trait/multi-method matrices that lead to item analysis and the item-response theory.

SOCI6068 - Advanced Social Research Methods II *(3 Credits)*

This course will develop students' research skills rather than explore formula derivation proofs. It covers the material with a very practical approach emphasising the interpretation of results and the computer application of the techniques covered. The course will give an introduction to the simple linear model and explore the multivariate regression model, heteroskedasticity, multicollinearity, dummy dependent variables, using the regression equation and factor analysis along with other principal components.

SOCI6115: Quantitative Data Analysis in the Social Sciences *(3 Credits)*

This course is an introduction to the practice of statistics in the social sciences for beginning graduate students. It is designed to provide students with a sound understanding of a wide range of commonly used statistical and research methods so that they are able to undertake data analysis for their Master's thesis confidently, and complements the advanced statistics course that students are expected to take. At the end of the course, students should be able to confidently and effectively carry out univariate and bivariate data analyses and have an appreciation of regression. The theoretical knowledge that students

should gain will be complemented by "hands on" training in the application of statistical techniques to social science research problems using Statistical Package for the Social Sciences (SPSS) software.

HRNM7002 Major Practicum (8 Credits)

This course involves a supervised 550-hour attachment to an organisation. It gives students an opportunity to participate in an organisational change process that will allow them to:

1. Plan and manage a participatory change project, including communication with key stakeholders, and adherence to agreed-upon elements of proposal and/or intentionality of changes to the plan.

2. Identify and evaluate organisational change goals and, whether successful or not in achieving those goals, provide an in-depth reflection on the change process, and its relation to the larger systems and processes of which it is a part.

3. Identify and engage with - at a theoretical and practical level - issues and dilemmas of organisational behaviour theory incorporating relevant scholarship and professional knowledge.

4. Engage in the exploration of and in-depth reflection on his/her personal and professional capabilities to lead change, incorporate relevant professional knowledge and personal awareness.

5. Present a well-written, well-presented Final Report.

HRNM7003 Research Paper (6 Credits)

The research requirements for this degree include a six-credit research paper. This research paper is expected to be 12,000 - 15,000 words long. Specifically, the aim of the Research Paper is to provide students with an opportunity prior to attempting their dissertations to demonstrate a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant research in accordance with the scientist-practitioner model endorsed by the programme. Specifically, in order to complete this paper successfully, students will be required to demonstrate an ability to design a research study; collect data using a variety of research techniques; analyse and evaluate this data; and conduct validity and reliability checks of their

data all within the guidelines of international standards of ethical scholarship. It is expected that the work done for this course will form the basis for the full dissertation study to be undertaken by the student independently. Although it is advised that everyone do it, this course is a requirement for persons whose Masters programme did not include an independent research paper.

HRNM7004 Comprehensive Examination

Students will be required to take a comprehensive examination on completion of the doctoral coursework. Through the means of two examinations of three hours duration each students will be afforded the opportunity to demonstrate their expertise to harness their knowledge in each of the six key competencies that have been developed during the course work stage of the programme. These are: designing, conducting and communicating original research, analysing and synthesising the findings and key concepts from extant literature and from their original studies and applying this theoretical knowledge to their professional practice in academia, public service and industry.

Only students who succeed in these examinations will be allowed to proceed to the dissertation stage of the programme. Students who fail either or both of these examinations will be allowed a single opportunity to re-sit the examination.

HRNM7005 Dissertation (24 Credits)

The research requirements for this degree include a dissertation which is equivalent to 24 credits. The dissertation may take two forms: first, the traditional thesis which must be at least 60,000 words long; or second, with the agreement of the supervisory committee, the dissertation may take the multi-paper format.

Specifically, the aim of the Dissertation is to provide students with an opportunity to demonstrate through mainly independent study, reflection and analysis a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant research in accordance with the scientist-practitioner model endorsed by the programme. Specifically, in order to complete this paper successfully, students will be required to demonstrate an ability to design a research study; collect data using a variety of research techniques; analyse and evaluate this data; and conduct validity and reliability checks of their data all within the guidelines of international standards of ethical scholarship.

Students will also be required to make a public oral defense of their thesis.

Additional Information/Notes:

The Application Process

Applicants are invited to visit the UWI's Website in order to apply online at http://campuspipeline.uwimona.edu.jm/cp/tn/fs and submit their CVs along with all non-UWI

transcripts, two academic references and a basic research proposal. It is understood that applicants may want to modify the topic of their study while doing the programme, but this initial statement will be used to secure potential supervisors from early in the student's programme. The outline of the proposal follows:

1. Introduction
2. Statement of the Problem
3. Rationale (Show relevance for the development of the discipline and for Caribbean Region)
4. Objectives of the Research
5. Literature Review (Show that you have read something on your passion)
6. Methodology Proposed
7. Conceptualisation/Operationalisation
8. Ethical Issues (Show appreciation of the sensitivity necessary for working with human subjects)
9. Bibliography (Please use the APA Style for all citations and references)

Department Contact Information:

The Information and Student Services Office of the Human Resource Development Graduate Programmes Unit is located at:

1B Aqueduct Flats, c/o The Department of Sociology, Psychology and Social Work, The University of the West Indies, Mona, Kingston 7

Telephone: 970-6466 or UWI Extn. 3466

E-mail: phdob@uwimona.edu.jm

Website: http://www.uwihrdob.com/

HRD TV: https://www.youtube.com/channel/UCUg0PwF5v0hv4EeOY1_jPug

Facebook: https://www.facebook.com/profile.php?id=100009769331886

Twitter: https://twitter.com/UWI_HRD?lang=en

LinkdIn: https://www.linkedin.com/in/msc-hrd-uwi-35b975b9/

Programme Coordinators:

Mr. Clement Branche
Dr. Disraeli Hutton

THE SIR ARTHUR LEWIS INSTITUTE OF SOCIAL & ECONOMIC STUDIES

Director: Professor Aldrie Henry-Lee

The Sir Arthur Lewis Institute of Social and Economic Studies (SALISES) was established in August 1999 as a result of a merger of the Institute of Social and Economic research (ISER), established in 1948, and the Consortium Graduate School of the Social Sciences (CGSSS), established in 1985. It has been named after Sir Arthur Lewis, Nobel Laureate in Economics and the first Vice Chancellor of the University of the West Indies.

SALISES has branches on three Campuses of the University of the West Indies: Cave Hill; St. Augustine; and Mona. Each Branch is headed by a Director. One is appointed as the University Director responsible for the overall functioning of the Institute. The Current University Director is Professor Patrick Watson, at St. Augustine.

The Institute hosts the Documentation and Data Centre, and the Derek Gordon Data Bank. The Institute's mandate is to conduct training and research of a regional, multidisciplinary and policy-orientated nature to serve the needs of small developing countries in the Caribbean and beyond. It has been designated as one of the principal units at the core of the University's School of Graduate Studies and research.

The Sir Arthur Lewis Institute of Social and Economic Studies offers the following Graduate programmes:

- **MSc Development Studies**
- **MPhil/PhD Governance and Public Policy;**
- **MPhil/PhD Social Policy;**
- **MPhil/PhD Economic Development Policy**.

MSc Development Studies

The MSc Development Studies is a new and exciting one-year full-time/two years part-time programme coming from the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES). It replaces the previously taught degrees in Governance and Public Policy, Economic Development Policy and Social Policy. The MSc in Development Studies truly fulfills the UWI's strategic vision geared towards producing the ideal graduate with the requisite leadership training and an interdisciplinary grasp of the social sciences.

In addition to a firm grounding in contemporary social, political and economic affairs, the degree features a novel leadership seminar, a practical in-course approach to research methodology and a very useful technical writing seminar. Significant space is made available for the selection of

electives from across the UWI, so that prospective candidates can, with the assistance of the SALISES faculty, design their own degree to suit existing or prospective job requirements.

SALISES offers a small group atmosphere, its own Documentation Centre and computer lab and a tireless and dedicated faculty (drawn from Mona, Cave Hill and St Augustine) and administrative staff.

Programme Objectives:

The programme is oriented to producing the ideal graduates described in the UWI's strategic plan. The focus on leadership with an interdisciplinary training addresses the needs of Caribbean societies for technical leadership in the policy-making and policy-implementations processes, with the flexibility to coordinate persons with specific disciplines. This will be increasingly important in a rapidly changing world with which the Caribbean countries are trying to engage in new ways.

Entry Requirements:

i. First or Upper Second class Bachelor's degree in the Social Sciences
ii. Relevant work experience

Duration of programme:

The progamme can be completed in one year full time or two years part-time.

Core Courses

Course Code	Course Name	No. of Credits
SALI6200	Understanding Contemporary Society and Development: Theories of the Present	3
SALI6201	Social Research Methods	9
SALI6202	The Political Economy of Small States	6
SALI6203	Leadership Seminar	3
LG600	Advanced Academic English Language Skills	3
	Foreign Language	3
	Elective 1	3
	Elective 1	3
	Elective 1	3

Electives

Course Code	Course Name	No. of Credits
SALI6109	Social Investment in Children	3
SALI6106	Deviance, Conflict and Social Management	3
SALI6106	Regional and Domestic Policy Analysis	3
	* students have the option to select courses from across the University	

TOTAL NUMBER OF CREDITS FOR DEGREE : 36

SALI6200: UNDERSTANDING CONTEMPORARY SOCIETY AND DEVELOPMENT: THEORIES OF THE PRESENT

Course Description:
This course seeks to educate leaders who can manage teams of professionals of varied disciplines in policy-formation and implementation in the public and private sectors of Caribbean economies.

Objectives: To enable students to locate specific development problems, policies and research topics in a broader theoretical context debating our present.
To develop students' appreciation of the dialectical role of theoretical ideas in mapping and re-mapping possibilities for understanding and intervening in the world.
To develop the students' competence in deploying theoretical arguments in support of an analysis of contemporary society and crises.

SALI6201: SOCIAL RESEARCH METHODS

Course Description:
This course seeks to assist students to develop analytical skills.

Objective: To expose students to both quantitative and qualitative research methodologies in order to enhance their capacity to conduct any research projects through joint efforts, as complete team players.

SALI6202: THE POLITICAL ECONOMY OF SMALL STATES

Course Description:
This course seeks to prepare students for the regional and global labour markets.

Objective: students are expected to grasp the main global governance institutions that exist and their effects on small states. They will gain an understanding of contending approaches to organizing the international community, and some of the challenges small states, particularly of the Commonwealth Caribbean experience, confront as they attempt to maintain their existence as sovereign states. In addition, they will develop sensitivity to a wider range of disciplinary approaches when framing policy responses.

SALI6203: LEADERSHIP SEMINAR

Course Description:
This course seeks to educate leaders in an interdisciplinary course of study who can manage teams of professionals of varied disciplines in policy-formation and implementation in the public and private sectors of Caribbean economies.

Objectives: to develop the leadership potential of SALISES graduates so that they can coordinate, inspire and direct teams of technical professionals.

LG600: ADVANCED ACADEMIC ENGLISH LANGUAGE SKILLS

Course Description:
This course seeks to assist students to strengthen their written communication skills.

Objectives: to identify the main uses of writing, employ the main features of writing, meet the expectations of readers, use writing and reading for inquiry learning and thinking.

ELECTIVES

Electives may be chosen from a wide range of courses in the University with the approval of the Director of the Institute.

Department Contact Information:

Telephone no.: 927-1020; 927-1234
Fax No.: 927-2409
Extensions: 2312; 2413; 2420; 2427; 2426

Web Site: http://salises.mona.uwi.edu/

Programme Coordinator:

Miss Marsha Grey

MPhil / PhD

Programme Specializations/Options:

Social Policy; Governance and Public Policy; Economic Development Policy; and Integration Studies

Programme Objectives: The MPhil/PhD degree programme is research-oriented. Candidates are required to:

1. show a scholarly knowledge of the theoretical background of the subject;
2. write clearly in a logical and ordered fashion;
3. display a competent use of appropriate research methods and techniques;
4. demonstrate an ability to critically analyse and independently evaluate the relevant literature and related material; and
5. make a significant advance in the knowledge of the subject.

Entry Requirements:

- Admission to the MPhil degree programme normally requires a bachelor's degree or equivalent in the social sciences with at least an Upper Second Class Honours and relevant work experience.
- Admission to the PhD degree programme normally requires an appropriate postgraduate qualification or upgrade from the MPhil degree programme and relevant work experience

Seminars: Candidates are required to make one presentation each semester.

Duration of programme:

A candidate for the MPhil degree on a full-time basis will be required to submit a thesis on an approved subject for examination not less than two calendar years and not more than five calendar years from the date of registration.

Part-time candidates for the MPhil degree will be required to submit their thesis for examination not less than three calendar years and not more than seven calendar years after registration.

Candidates seeking to be upgraded from the MPhil to the PhD programme may apply after one year, subject to the procedures currently prescribed by the Board for Graduate Studies and Research. The time spent doing the MPhil degree programme will be deducted from the time required for the PhD degree.

A candidate registered for full-time studies in the PhD degree programme will be required to present his/her thesis for examination not less than three calendar years and not more than six calendar years after registration.

Part-time candidates for the PhD degree will be required to present their thesis not less than four calendar years and not more than eight calendar years after registration.

Programme Structure:

Three courses and a thesis.

Core Courses

Course Code	Course Name	No. of Credits	Course Weighting
SALI 6051	Research Design and Management	3	100% course work
SALI 6052	Specialized Research Methods	3	100% course work
SALI 6050	Directed Readings on the Thesis Topic	3	30% oral presentation 70% course work

Electives:

N.B. Students may be required to be in attendance at required courses or pass and sit co-requisite courses and examinations as deemed necessary to improve their research capabilities and analytical skills. This is done with the student's concurrence.

SALI 6051: RESEARCH DESIGN AND MANAGEMENT

Course Description:
This course examines the philosophy of science and the research process, alternative research designs, time and information management principles, the process of selecting a research method, research ethics and professionalism, writing and presentation skills, the use of data sources, study skills and the management of research, the student-supervisor relationship, and

managing information to support the research process. Students will be required to submit a research paper related to the material taught in the course.

SALI 6050: SPECIALIZED RESEARCH METHODS

Course Description:
This course will consist of selected qualitative and quantitative research methods which the candidate may have to use in his/her research. The student will be exposed to the use of computer programs written for the selected methods. Students will be required to submit a research paper utilizing one or more of the research methods taught in the course.

SALI 6050: DIRECTED READINGS ON THESIS TOPIC

Course Description:
The purpose of this course is to expose students to the literature relevant to their thesis. Students will be required to (i) conduct one seminar or make on class presentation and (ii) submit a critical review of the literature relevant to the thesis topic during the semester. Students will be deemed to have passed or failed this course based on the oral and written submissions.

Department Contact Information:

Telephone no.: 927-1020; 927-1234
Fax No.: 927-2409
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INSTITUTE FOR SUSTAINABLE DEVELOPMENT

Introduction

The world is being rapidly reshaped by the accelerating pace of scientific and technological advance, demographic trends and the shift in the balance of world population to developing countries, the rise of Asia as the new centre of global manufacturing, surging demand for resources and equally rapid shifts in the pattern of environmental impacts, and fundamental changes in the nature of risk, political and economic influence, competition and conflict, and the geopolitical balance of power.

These changes represent important new opportunities but also existential challenges for the nations of the Caribbean, which have to adjust to market liberalisation, the phasing-out of the preferential terms of trade that have been the primary conduit of aid and development assistance and rapidly increasing competition from the emerging economies, while simultaneously contending with rising rates of homicide, the illegal narcotics trade and, in some cases, the compromising of the state by organised crime, increasing pressure on water, energy and other resources, environmental degradation and climate change. The nations of the Caribbean need to have flexible but robust plans for dealing with these profound challenges.

The University of the West Indies has a particular role and responsibility, as the primary locus of advanced research and teaching in the region, to support the development of an effective Caribbean response to these new opportunities, challenges and demands.

UWI established the Institute for Sustainable Development (ISD) in 2006 to help the Caribbean nations resolve these challenges. The ISD has staff with a range of relevant expertise, and an interdisciplinary, practical, problem-solving orientation.

Current research projects at the ISD include:

- Risk mapping strategies for national development, innovation and trade,
- Mapping Disaster Risk from natural hazards
- Waste Management and recycling
- Economic valuation of natural resources
- Ecosystems and risk reduction
- Policing strategies, and the impact and cost of crime
- Scenario planning, foresighting and technology roadmapping
- Climate change adaptation strategies
- Planning and regulation
- Urban planning and housing policy
- Integrated Assessment and Integrated Policy Development

MPhil/PhD in Sustainable Development

Specialization/Options: Students have looked at a wide range of issues, including crime, energy, planning, tourism, waste management and many others. Topics must be agreed with the supervisor.

Programme Objectives:

Graduates with the ability to undertake strategic analysis and solve major problems.

Entry Requirement:

The minimum requirement is an undergraduate degree in a subject relevant to the research topic. An M.Sc. is strongly preferred.

Areas of Research

- Risk mapping strategies for national development, innovation and trade,
- Mapping Disaster Risk from natural hazards
- Waste Management and recycling
- Economic valuation of natural resources
- Ecosystems and risk reduction
- Policing strategies, and the impact and cost of crime
- Scenario planning, foresighting and technology roadmapping
- Climate change adaptation strategies
- Planning and regulation
- Urban planning and housing policy
- Integrated Assessment and Integrated Policy Development

Candidates have completed PhDs in areas that include energy, waste and water management, tourism development and planning, international environmental treaties, public sector infrastructure planning and development, national development planning and land-use planning

Seminar:

The PhD group meets every two weeks. Every candidate gives regular work-in-progress presentations, so most candidates will present once or twice each year.

Duration of the programme: As per UWI regulations.

Programme structure: research degree.

Courses: Research Methods and SPSSx (at the Sir Arthur Lewis Institute for Social and Economic Studies), and Directed Readings (at the ISD).

Enrolment options: Full or part-time. Distance by arrangement.

Course

Course Code	Course Name	No. of Credits
SALI6012	Research Methods	3
SALI6052	Specialized Research Methods	3
SALI6050	Directed Readings	3

Departmental contact information:

Address: 13 Gibraltar Camp Way, University of the West Indies, Mona Campus, Kingston 7, Jamaica, West Indies.
Tel: (876) 977 1659, 977 5530, (876) 927 1660-9 (UWI) ext 2613, 2697
Fax: (876) 977 1658

Programme coordinator:

Professor Anthony Clayton
Email: anthony.clayton@uwimona.edu.jm
Direct line: (876) 970 0257

PhD Sustainable Development (Tourism)

This programme is offered by the Institute for Sustainable Development (ISD) and Center for Tourism and Policy Research (CTPR)

Entry Requirement:

Master Degree

Areas of Research

Environment aspects impacts
Economic aspects and impacts
Political aspects and impacts
Socio-Cultural/Sociological aspects and impacts
Technological impacts and changes

Seminars:

Students are required to complete 9 credits (a graduate research methods course (3 credits) and directed readings (year long - 6 credits). The directed readings focus largely on the student's specialization along with sustainable development theory and policy.

Other courses may be recommended based upon the needs of the student.

Duration of programme: 3 years minimum

Programme Structure:

Coursework and thesis

Enrollment Option: Part-Time & Full-Time

Course Code	Course Name	No. of Credits
SALI 6051	Research Design and Management	3
SALI 6050	Directed Readings on Thesis Topics	6 (Year long)

***SALI 5051* Research Design and Management**

In this course the student will become acquainted with social research methodologies such as survey and field research, questionnaire design, content analysis, analysis of existing data, focus group, individual and group observation (including participatory observation) etc. The course will also introduce students to the safeguards against errors in both data collection and data analysis and reporting. In addition, the course will draw the attention of students to an important but often neglected aspect of social research, i.e. ethical issues in social research, covering such topics as voluntary participation, anonymity and confidentiality and the need to adhere to professional code of ethics. How each method is, or may be, related to contemporary policy issues will be an integral part of the course.

Practical experience from studies done in small countries will be used to expose the students to practical issues in social research. The student will also be introduced to the basics of analysing research data.

SALI 5051 Directed Readings on Thesis Topics

This course exposes the students to the literature that is relevant to their thesis. Students are required to (i) conduct one seminar or make on class presentation; (ii) submit a critical literature review relevant to the thesis topic during the semester. Pass or fail grade will be based upon oral and written submissions.

Department Contact Information:

ISD, UWI, Mona, Professor Anthony Clayton, Anthony.clayton@uwimona.edu.jm

CTPR, UWI, Mona, Professor Ian Boxill,
Ian.boxill@uwimona.edu.jm

Programme Coordinator: Anthony Clayton