

# Faculty of Social Sciences

**Dean – Professor Evan Duggan, BSc. UWI, MBA, PhD. Georgia State**

## **DEPARTMENT OF ECONOMICS**

**Head: Damien King, BSc, York, MSc UWI,  
PhD NYU**

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)**

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

#### **Courses (Electives)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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 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.

## **JEC76A & 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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Website: <http://www.mona.uwi.edu/economics>

**Programme Coordinator:** Marie Freckleton (PhD)

**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)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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 - compatibility 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.

#### **Department Contact Information:**

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Website: <http://www.mona.uwi.edu/economics>

**Programme Coordinator:** Peter-John Gordon

### **DEPARTMENT OF GOVERNMENT**

**Head: Dr. Lloyd Waller**

The Department of Government offers the following Graduate programmes:

- MSc Government
- MPhil Government
- PhD Government

#### **MSc Government**

#### **Specializations/Options:**

- Comparative Politics/Political Theory
- International Relations
- Public Sector Management

### **Programme Objectives:**

The objectives of the programme are:

1. Develop a body of research, teaching and policy oriented materials which can assist in deepening and expanding theoretical and empirical knowledge in the study and practice of government in general and the Caribbean Community in particular.
2. Contribute to the development of a pool of technical specialists with the competence, discipline and commitment to analyse complex problems relating to issues of power and governance.

### **Entry Requirements:**

Admission normally demands a first class degree in a relevant discipline with sound undergraduate coverage in the particular sub-field of concentration. In exceptional cases where students are admitted without appropriate fundamentals, candidates would audit undergraduate courses as departmental requirements.

### **Duration of programme:**

Full-time - 3 semesters Part-time - 5 semesters.

### **Programme Structure:**

All students are expected to pursue a structured sequence of courses in one of the following three sub-fields of concentration.

Courses with asterisks (\*) are compulsory. Others are optional and may be substituted with appropriate 3-credit courses offered by the Department or from another Faculty/Department/Unit.

#### **Comparative Policies/ Political Theory**

##### **Year 1 Semester 1**

1. \*GT63A (GOVT6078)  
Caribbean Political Systems I

2. \*GT65A (GOVT6090)  
Political Theory I - Methodology and Critical Concepts

#### **International Relations**

##### **Year 1 Semester 1**

1. \*GT62A (GOVT6064)  
Theories and Issues in Contemporary International Relations

2. \*GT62B (GOVT6065)  
Selected Issues in International Law

#### **Public Sector Management**

##### **Year 1 Semester 1**

1. \*GT60A (GOVT 6000) Leading Issues in Public Management

2. \*GT61A (GOVT  
Emergence of State-owned Enterprises

3. \*GT66A (GOVT6076)  
Quantitative Research  
Methods

3. \*GT66A (GOVT6076)  
Qualitative Research  
Methods

3. \*GT66A (GOVT  
Quantitative  
Research Methods

**Year 1 Semester 1**

1. \*GT66B (GOVT6077)  
Qualitative Research  
Methods

**Year 1 Semester 1**

1. \*GT66B (GOVT6077)  
Qualitative Research  
Methods

**Year 1 Semester 1**

1. \*GT60B (GOVT  
6010) Leading  
Issues in Develop-  
ment  
2. \*GT61E (GOVT  
6030) Regulation  
and Regulatory  
Reform  
3. \*GT66B (GOVT  
6077) Qualitative  
Research

It is expected that, after completion of their coursework, students will embark upon one of the following Research Paper project (six credits), usually in the following semester.

**Comparative  
Policies/  
Political Theory**

1. \*GT63C (GOVT  
6080) Caribbean  
Political Systems III-  
Research Project

***OR***

2. \*GT64C (GOVT6085)  
Supervised Research  
Project/Democracy [III]  
(in one of the Main  
issues in Caribbean  
Political Constitutional  
Reform)

3. \*GT65C (GOVT6092)  
Supervised Research  
Political Theory III

**International  
Relations**

1. \*GT62F (GOVT6068)  
Supervised Research  
Paper (in International  
Law, ***OR*** International  
Organization, ***OR***  
International Politics)

**Public Sector  
Management**

1. \*GT61C (GOVT  
6060) Super-  
vised Research  
Project in Public  
Enterprise  
Management

***OR***

2. \*GT61D (GOVT  
6061) Super-  
vised Research  
Project in Public  
& Development  
Management

## Electives

### Comparative Policies/ Political Theory

1. GT63B (GOVT6079)  
Caribbean Political Systems II
2. GT64A (GOVT6081)  
Democracy I
3. GT64B (GOVT6082)  
Democracy II
4. GT65B (GOVT6091)  
Political Theory II  
Radical and Critical Theories in Modern Political Thought
5. GT66C (GOVT6177)  
Analysis of Political and Media
6. GT66G (GOVT6095)  
Methods and Models of Transitional Justice  
**Not on offer 2008/2009**
7. GT67A (GOVT6093)  
Politics in the Middle East

### International Relations

1. GT62C (GOVT6066)  
The Law and Politics of the Sea
2. GT62E (GOVT6067)  
Government & Politics in Selected Regions (Latin America)
3. GT62G (GOVT6069)  
The World Trading System
4. GT62H (GOVT6070)  
Regionalism in a Globalized Age
5. GT62J (GOVT6072)  
International Political Economy
6. GT62K (GOVT6073)  
International Economic Law
7. GT62L (GOVT6074)  
International Trade and The Environment
8. GT66C (GOVT6177)  
Analysis of Political and Media
9. GT66T (GOVT6097)  
Principles and Practices of Egovernance  
*Not on offer 2008/2009*
10. GT68A (GOVT6094)  
United States Foreign Policy

### Public Sector Management

1. GT66C (GOVT6177) Analysis of Political & Media
2. GT66T (GOVT6097) Principles and Practices of Egovernance

*Electives may be chosen from another Department/Faculty/Unit.*

### **Course Description:**

#### **GT60A: Leading Issues in Public Management**

This course aims to deepen students' theoretical and empirical knowledge about public management. Emphasis is placed on developing students' critical appreciation of rival analytical approaches about the nature and functioning of public management, drawing on national and international perspectives and on their ability to apply this understanding to the contemporary public management context.

#### **GT60B: Leading Issues in Development Management**

This course provides students with an in-depth understanding of development issues from a public management perspective. Using the development management analytic framework as its primary anchor, the course emphasises as well as 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 understanding. Simultaneously students are directed to engage analytically with the international context of development theory and practice particularly the role of international technical bureaucracies as 'policy advocates'.

#### **GT61A: Emergence of State-Owned Enterprises**

This course aims to introduce students to the analysis of some of the recurrent issues in state-owned enterprise performance. The scope of the course is both international and interdisciplinary, and students will confront a wide range of literature documenting experiences across a number of developed and developing countries, with particular emphasis on political science, legal and institutional and economic perspectives. Much of the focus of the course will be conceptual and theoretical. Students will be expected to analyse and discuss various problems in the context of the various conceptual frameworks with which they will become familiar.

#### **GT61E: Regulation and Regulatory Reform**

This course aims to introduce students to the academic study of public policy towards the utilities and financial sectors in a post-privatisation era. For most of the topics to be examined, this course adopts a comparative perspective, and will draw on evidence from a number of countries, although emphasis will be placed on developments in Jamaica, the United Kingdom and North America. The approach taken to the case studies examined is self-consciously interdisciplinary, and students will be required to handle sources drawn from a range of disciplines drawn from political science, law, and institutional economics. Much of the focus of the course will be conceptual and theoretical, but the students will be expected to apply the relevant concepts and theories to the different cases examined during the course.

#### **GT62A: Theories and Issues in Contemporary**



## **International Relations**

This course engages students in a detailed survey of the principal theories and approaches to International Relations and the prevailing theoretical debates in the field at the beginning of the 21st century. It also encourages students to critically evaluate International Relations theories from the perspective of developing states and their peoples, to question the extent to which these theories focus on development issues and the positions of developing countries in the international system.

### **GT62B: Selected issues in International Law**

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 organizations 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 rules at the international level.

### **GT62C: The Politics and Law of the Sea**

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.

### **GT62E: Government and Politics of Selected Regions: Latin America**

The general focus of this course is on the political development and the international relations of Latin America. However, this is a large and complex area and we are obliged to be selective in our coverage. Each year, therefore, after a general introduction to the comparative Politics of Latin America, the focus is on a specific sub region, like Southern Cone or the Andean region. The subject headings and readings provide a basic introduction to the history, political and institutional development of these countries, their regional and international relations. In addition to gaining a deeper knowledge of a part of Latin America, one of the main objectives of the course is to better appreciate where the Caribbean fits into this wider region, and to analyse the forces of change which are shaping new directions in Caribbean-Latin American relationships.

### **GT62G: The World Trading System**

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-compatibility 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.

### **GT62H: Regionalism in a Globalized Age**

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 will be the European Union, The Common Market of the Southern Cone (MERCOSUR) and the North American Free Trade Area (NAFTA).

### **GT62J: International Political Economy**

This course will introduce students to the main theories of political economy, with particular reference to their role in international relations theory. It will also take these theories into consideration in studies of various issues in contemporary international political economy.

### **GT62K: International Economic Law**

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.

### **GT62L: International Trade & The Environment**

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.

## **GT63A: Caribbean Political Systems 1**

Caribbean political systems face new and recurrent crises brought on by natural disasters, climate change, energy and food security; not so new ones like crime, social conflict and violence, and HIV/AIDS; as well as the critical deeper structural conditions behind poverty and inequality. These are all related to the nature of Caribbean societies, globalization, and governance. These crises pose threats to development, stability, democracy, human rights and nation-building. This course studies the limitations of Caribbean political systems in responding to these crises. Its main question is: Are Caribbean political systems designed for crisis governance in states that are very vulnerable and prone to crisis? It begins with a critical analysis of the concept of governance in the Caribbean context. The concepts of crisis and governance are applied comparatively to Haiti, Cuba, Guyana, Trinidad and Tobago, and Jamaica. We try to understand their relevance to failed or fragile states and state-building (like Haiti) and small, vulnerable and dependent Caribbean states generally. The course also addresses this question at the regional level of CARICOM. The course is designed for students of political institutions, and of private and public sector institutions that inevitably face crises; and for students of regionalism.

## **GT63B: Caribbean Political Systems II**

This course brings together new thinking about human rights (the Rights-Based Approach), democracy (as empowerment), and development (as equity). It introduces the idea of Rights-Based Democracy. In doing so, it brings these concepts together to support the 'right to development'. This right to development (UN, 1986), however, is now challenged by what the United Nations agrees is a 'development emergency' (2008). The course assesses Caribbean political systems in terms of their structural capacity to provide people with a right to development. It proposes that Caribbean political systems must be thought of in terms of a new paradigm where democracy and development must be mutually reinforcing. In other words, democracy must be developmental and development must be democratic. Political structures must have the capacity to respond to failures of human rights, empowerment, and equity, which otherwise constitute a crisis of human development. The course assesses the capacity of Caribbean political systems to generate the right to development through small and medium-sized business; science and technology, including biotechnology and IT; and cultural and creative industries. It is designed for those interested in the politics of people-centred development.

## **GT64A: Democracy 1**

This course studies Caribbean democracy from the perspective of conflicts of interests. It studies parliaments, electoral systems, governments, administration, and international relations through a number of theories and perspectives based on 'interests' and their high profile conflicts. It explains many current controversies related to constituency and community representation, including 'dons' and 'garrisons', from this perspective. It explains electoral systems and how they cause conflicts of interests at the level of constituency representation. It explains conflicts of interest in parliamentary representation and conflicts between government and administration and the ways these can undermine separation of powers and independence between both. It explains conflicts of interest relating to foreign affairs, such as on matters of extradition. Conflicts of interests become public as scandals that threaten trust in the integrity of government and politics. This course goes behind the scandals themselves to the underlying contradictions of democracy. These contradictions show democracy in a new and troubling light. The course argues that some conflicts of interests are inevitable. However, the challenge remains to manage them to ensure that democracy remains legitimate and viable. The course is designed for students interested in reforming democracy and governance through ethics, institutions, and controlling

corruption.

### **GT64B: Democracy 11**

This course studies popular attitudes towards democracy in five Caribbean countries – Jamaica, Dominican Republic, Haiti, Guyana and Belize as expressed in surveys of the Latin American Public Opinion Project (LAPOP). The rationale is to understand how Caribbean people feel about their democracy. We will try to identify areas of satisfaction and dissatisfaction. In so doing, we wish to understand what people believe democracy to be and should be. We consider whether Caribbean societies need remedy, renewal or transformation. We begin by studying how people come to the beliefs they have about democracy and social reality in general. As such we try to understand the basis for the apparent paradox of democracy in the Caribbean, one where people have positive beliefs about democracy as a set of principles but appear dissatisfied with democracy in practice. The course is designed for students interested in public opinion studies, survey methods, theories of power and social construction, and democracy.

### **GT65A: Political Theory**

This course has a strong focus on the Caribbean and engages recent writing that explores its intellectual traditions and current debates. It introduces students to debates about Caribbean thought, philosophy and theory and highlights the implications of the transatlantic slave trade for political theorizing, discusses theories of decolonization and post-colonialism. It takes the discussion from that era into the 21st century. It looks not only at current theoretical debates but begins an important dialogue about Caribbean Futures. This course also discusses key issues in global political thought, the impact of modernity and western political thought, the environment, the emergence of countervailing movements such as those critical of neo-liberal globalization and movements such as those based on Islamic jihad. Your reading has to be careful and analytical, paying attention to definitions and argumentation. This is not ordinary narrative reading. It is the search for the theoretical premises on which arguments are based and the methodological strategies deployed.

### **GT65B: Political Theory – Radical and Critical Theories in Modern Political Thought**

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.

### **GT66A: Quantitative Research Methods in Social Sciences**

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.

### **GT66B: Qualitative Research Methods**

A complement to GT66A, 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, subjective, symbolic, meditated, propagandistic, and rhetorical aspects of political life. Weekly lectures, student projects, lab exercise in computerized text/content analysis, and assigned reading are used to explore the major theoretical paradigms of qualitative political research, and common methods for collecting and interpreting qualitative materials.

### **GT66C: Analysis of Political Opinion and Media**

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.

### **GT66G: Methods & Models of Transitional Justice**

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.

### **GT66T: Principles and Practices of Egovernance**

Information and communication technologies (ICTs) have transformed the landscape and process of democratic governance in many parts of the world. In the Caribbean for example, this is evident by the migration of many government services to the internet as well as the 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 civil society. The need thus arises to develop the capacities of public sector workers (or those interested in understanding and/or researching electronic governance - e-governance) across the region to be able to (1) effectively develop appropriate e-governance models and/or (2) understand the dynamics, components and dimensions of e-governance as well as to (3) effectively evaluate this phenomenon. There is however a disconnect between the world of democratic governance and ICT. This course attempts to bridge that divide by providing students with the knowledge to bridge this gap.

### **GT67A: Politics in the Middle East**

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 addition, 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.

### **GT68A: United States Foreign Policy**

The United States today is inarguably the world's sole superpower, yet little over a century ago the US was just a bit player in the international political and economic arena. The US is also the most important actor in Caribbean international relations today, by a number of different measures. This course examines the causes and consequences of American foreign policy since 1776, with specific reference to the Caribbean.

### **Additional Information/Notes:**

### **MSc. (Public Sector Management) Research Paper**

The research project is an integral part of the MSc. (Public Sector Management) course of study. Its main objective should be to apply what has been learned in the core Public Sector Management courses to an analysis of: (a) some aspects of the political and administrative process within a given subject area; or (b) positive responses to a particular policy/institutional problem within the discipline. The paper should be double spaced type-written comprising about 10,000 – 15,000 words.

Soon after the courses on Research Methods, each student is assigned a research supervisor by the Programme Director (s). Together the supervisor and student agree on an outline and research strategy.

Three copies of the paper agreed on for FINAL SUBMISSION are due by July in the year of graduation.

Similar procedures apply for the Research Papers/Projects in International Relations and Political Theory/Comparative Politics. Students must meet with their respective Programme Directors to be assigned a Research Supervisor.

### **Compulsory and Optional Courses**

It should be noted that, for each sub-field, compulsory courses are marked with an asterisk (\*). Optional courses include courses within the sub-field, and also, where possible, relevant courses offered by the other departments in the Faculty of Social Sciences and other Faculties.

Naturally, special approval is required for registration in an extra-departmental course, from both the Department of Government and the other Department or Faculty and all prerequisites must have been covered by the student concerned.

### **Course Load**

Full-time students will be required to take four 3-credit courses in each semester (semesters I&II). The third semester will be devoted to the Research Paper worth 6 credits. Part-time students will take two courses per semester and complete the Research Paper in the final semester of their programme. University Regulations do not permit students who work full-time to also study full-time.

### **Method of Assessment**

Assessment is through a combination of course work, usually involving a strong research component and written examinations. The minimum pass grade is a B for each subject achieved in both course work and examination components, i.e. student must pass 50% of each component.

### **Department Contact Information:**

Department of Government  
Faculty of Social Sciences  
The University of the West Indies, Mona  
Jamaica, West Indies

**Programme Coordinator:** Dr. Jessica Byron

**Masters of Philosophy (MPhil)**

This is by Thesis only, although candidates are expected to attend class seminars. This option is offered to students with at least a strong Second Class Honours (Upper Division) and who have shown a strong proficiency for research. Candidates are normally required to do 9 credits of courses before embarking on their thesis, but may be asked to do additional credits.

Candidates without appropriate prior training in research methodology will normally be required to do:-

GT66A(GOVT6076) Quantitative Research Methods – 3 credits

GT66B(GOVT6077) Qualitative Research Methods –  
3 credits

**All MPhil candidates are required to do the following course:-**

GT66D (GOVT6178) Research Development Seminar for MPhil and PhD Student – 3 credits

Some of the theses produced by the Department of Government since 1991 include:

**“Human Resource Development in the Public Service of St. Vincent & the Grenadines: A Development Management Approach.”** – Jean Jack.

**“The Privatization Process in Jamaica with a brief critical comparison with the British experience.”** – Livingston Smith.

**“The Role of Government Agency as an agent of change ... the JDF in the development of Jamaica.”** – Winston Sutherland.

**“How external agencies impact on the development of democracy in the Caribbean.”** – Floyd Morris.

**“Dis/Place: Socio-cultural Politics of Identity in Inna Di Dancehall Jamaica”** – Donna Patricia Hope.

### **Doctor of Philosophy (PhD)**

Normal entry into this programme is by way of the Masters of Philosophy degree.

Candidates who have made significant progress on their dissertation may be upgraded to the PhD on the recommendation of a special graduate studies committee.

Direct entry may be considered for exceptional candidates who possess a solid background in social sciences theory and methodology with strong recommendations from at least three academic references.

If candidates are accepted by the direct entry, they are normally required to do 9 credits of courses before embarking on their thesis, but may be asked to do additional courses.

For candidates who may be assessed as not having had appropriate prior research methodology training, these courses may include:

GT66A(GOVT6076) Quantitative Research Methods – 3 credits

GT66B(GOVT6077) Qualitative Research Methods –  
3 credits



All PhD candidates are required to take the following course:

GT66D (GOVT6178) Research Development Seminar for MPhil and PhD Students – 3 credits  
Some of the PhD theses produced by the Department of Government since 1991 include:

**“Colour for Colour; Skin for Skin: The Ideological Foundations of Post Colonial Slave Society 1838 to 1865 - The Jamaican Case.”**– Clinton Hutton

**“CLR James and Marxism: 1934-50.”** – Anthony Bogue

**“Race, Class and the Political Behaviour of the Jamaican Security Forces: 1962-89.”** – Anthony Harriott

**“Dependency and Foreign Relations: A Comparative Study of the Manley and Seaga Government in Jamaica: 1972-89.”** – Holger Henke

**“Political and Intellectual Study of Walter Rodney.”** – Rupert Lewis

**“A comparison between the Constitutional Reform Process of the 1940s and the 1990s in Jamaica”** – Livingston Smith

**“Local Government Reform and the Prospects for Community Empowerment in Jamaica“**  
– Eris Schoburgh

**“The Political Economy of the Uruguay Round”** – Marjorie Brown

**“Public Transportation in the Kingston Metropolitan Region: Theoretical and Practical Challenges for Policy Makers”** – William Lecky

**“End of the Franchised Monopoly Utility: Uprising of Competition – A Four Stage Development Model for the Electricity Industry”** – Cezley Sampson.

# **MONA SCHOOL OF BUSINESS AND MANAGEMENT**

**Executive Director: Professor Paul Simmons**

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 thought 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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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**

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

**Year 1 Semester 3**

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

**Year 2 Semester 1**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
MGMT 6116	Corporate Finance	4	60% Exam 40% Coursework
MGMT	Financial Markets and	4	60% Exam

6117

Investment

40% Coursework

**Year 1 Semester 1**

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

**Year 2 Semester 3**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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:**

The Department of Management Studies  
Faculty of Social Sciences  
The University of the West Indies, Mona  
Jamaica , West Indies  
Tel: (876) 977-3775/3808/6960; 702-2099

**Fax: (876) 977-3829**



**msc. accounting@uwimona.edu.jm**

**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 and 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**

The Department of Management Studies  
Faculty of Social Sciences  
The University of the West Indies Mona  
Jamaica, West Indies

### **The CBMIS Academic Directors:**

Dr. Lawrence Nicholson  
Dr. Lila Rao-Graham

### **The CBMIS Programme Coordinator:**

Miss Asenath Sharpe

Department of Management Studies  
UWI, Mona, Kingston 7  
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Fax: (876) 977-3829  
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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
- The 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**

1. NS60A - Management of Strategic Issues.
2. NS61A - External and Internal Threats to Hemispheric Security.
3. NS65A - New Dimensions of Power and Security in the Caribbean.
4. NS68A - Caribbean Security Perspective Deviance, Conflict and Social Management

### **Full-Time Year 1-Semester 2**

1. NS66A - International Relations and National Security Issues.

2. NS69A - Research Methods.

### **Full-Time Year 1-Semester 3**

1. NS62A - Security and Defence Economics.

2. NS63A -National Security Policy and Programme Analysis.

3. NS64A -National Security Issues.

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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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	3	40% Exam

NS67A	National Security Issues Contemporary Governance	3	60% Coursework 50% Exam
NS68A	Caribbean Security Perspective- Deviance, Conflict and Social Management	3	50% Coursework 50% Exam
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 national 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.

### **Department Contact Information:**

Department of Management Studies  
Tele. #: 977-3808,977-3775, 9776960, 702-2099

### **Programme email:**

[msc.nationalsecurity.uwimona.edu.jm](mailto:msc.nationalsecurity.uwimona.edu.jm)

### **Programme Coordinator:**

Sandra Muirhead-Broomfield

## **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)**

**Yr. 1-Sem. 1**

1. Research &  
Quantitative  
Methods

**Hospitality  
Management  
(F/T)**

**Yr. 1-Sem. 1**

1. Research &  
Quantitative  
Methods

**Tourism  
Management  
(P/T)**

**Yr. 1-Sem. 1**

1. Research &  
Quantitative  
Methods

**Hospitality  
Management  
(P/T)**

**Yr. 1-Sem. 1**

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		

<b>Yr.1-Sem. 2</b>	<b>Yr. 1-Sem. 2</b>	<b>Yr. 1-Sem. 2</b>	<b>Yr. 1-Sem. 2</b>
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		
<b>Summer</b>	<b>Summer</b>	<b>Summer</b>	<b>Summer</b>
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. 2**  
Internship

**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. 2**  
Internship

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

2. Tourism  
Entrepreneur-  
ship and  
innovation  
Management

**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**

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

2. Tourism  
Entrepreneur-  
ship and  
innovation  
Management

**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**

**Course (Core)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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%

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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:**

The Department of Management Studies

The University of the West Indies

Mona, Kingston 7

Jamaica, West Indies

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Email: msc.tourism@uwimona.edu.jm

**Programme Coordinator:** Sophia Wellington

**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 specialise. 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.

Department Contact Information:  
Department of Management Studies  
UWI, Mona, Kingston 7  
Telephone: (876) 977-3775/ 3808  
Fax: (876) 977-3829

**Programme Coordinator:** Ms. Lola Hyde  
email: lola.hyde@uwimona.edu.jm

## **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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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 (professional 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 be 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 **market** 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; blueprinting 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

### ***ENTREPRENEURSHIP IN SPORTS (SBSP6100)***

**Course Description:** The intersection of business entrepreneurship with sport/entertainment is a timely topic for future business leaders in the 21<sup>st</sup> 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 (professional 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 be 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 **market** 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)**

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

SB901	Quantitative & Qualitative Research Methods for Managerial Decision-Making	6	50% Coursework 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% Coursework
SB909	Global Competitiveness	3	40% Exam 60% Coursework
SB910	Strategy Dynamics	3	40% Exam 60% Coursework

#### **Courses (Electives)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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

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

### **Executive Master in Business Administration (EMBA) Specializations/Options**

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

The objectives of the programme are:

- To provide senior management personnel with appropriate human, technical, administrative and organizational skills
- To ensure the ability to evaluate corporate performance while maximizing customer value
- To encourage transformational leadership and changes relative to global competitiveness

### **Entry Requirements**

Applicants must:

- Have a degree 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 five (5) years' work experience in a senior management position.
- Be willing to commit themselves to a rigorous 29-month programme.

### **Duration of programme:**

Twenty-Nine Month

### **Programme Structure:**

#### **The FOUNDATION Module**

Learning Strategies                      Computer Business  
Application  
Graduate Mathematics for Management Education

#### **EMBA THEMATIC Modules**

Evaluating Corporate Performance	Maximizing Customer Value	Transformational Leadership	Global Competitiveness
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## COURSE Teambuilding

Financial & Managerial Accounting	Marketing Management	Advanced Critical Thinking for Managers	Business Policy & Strategic Management
Financial Management	Operations Management	Communication for Managers	Macro-Economic Implications for Business
Quantitative Techniques for Managerial Decision Making Economics for Business (Micro)	Behavioural Science for Managers 1	Behavioural Science for Managers 2	Business in a Global Environment
		Business, Government & Society Information Systems	New Ventures & Entrepreneurship
Management Decisions with Statistics		Transformational Leadership	
Module Project (Optional)	Module Project (Optional)	Personal Development Electives	Personal Development Electives

### Module Project

In the second year a major project reflecting either of the theme -

### Personal Development

#### Electives

Each student must obtain two programme credits by completing all the requirements of their chosen

*Evaluating Corporate Performance or Maximizing Customer Value is done*      electives

### Academic Electives

At least one elective should be chosen from the MBA concentrations.

Each student is required to do the three (3) foundation courses as well as Teambuilding before proceeding to the core courses which form the underpinning for the four (4) themes encompassed in the EMBA programme. During this time, students are also required to do two (2) Personal

Development Electives.

In the second year of the programme, a major project is undertaken reflecting either of the themes *Evaluating Corporate Performance* or *Maximizing Customer Value*.

EMBA students are required to do one (1) elective chosen from the MBA concentrations

### Courses (Core)

Course Code	Course Name	No. of Credits	Course Weighting
	Learning Strategies	0	
	Computer Business Application	0	
SBCO6030	Graduate Mathematics for Management Education	0	100% CA
SBCO6110	Financial and Managerial Accounting	3	60% Exam 40% Coursework
SBCO6140	Financial Management	3	60% Exam 40% Coursework
SBCO6320	Quantitative Techniques for Managerial Decision Making	2	60% Exam 40% Coursework
SBCO6330	Economics for Business (Micro)	2	80% Exam 20% Coursework
SBCO6430	Macro-Economic Implications for Business	2	80% Exam 20% Coursework
SBCO6420	Management Decisions with Statistics	2	60% Exam 40% Coursework
SBCO6800	Module Project	2	50% Exam 50% Coursework
SBCO6150	Marketing Management	3	60% Exam 40% Coursework
SBCO6160	Operations Management	3	60% Exam 40% Coursework
SBCO6300	Behavioural Science for Managers - 1	1	50% Exam 50% Coursework
SBCO6400	Behavioural Science for Managers - 2	2	50% Exam 50% Coursework
SBCO6370	Management Information Systems	2	60% Exam 40% Coursework
SBCO6010	Advanced Critical Thinking for Managers	0	50% Exam 50% Coursework
SBCO6020	Communication for Managers	3	55% Exam 45% Coursework
SBCO6080	Personal Development Electives 2 (Public Speaking, Ethics in Business, Social and Business Etiquette, Learning through Service, Action Learning Projects)	2	100% Coursework Assessment

SBCO6220	or Career Development) Business, Government & Society	3	60% Exam 40% Coursework
SBCO6310	Transformational Leadership	3	50% Exam 50% Coursework
SBCO6190	New Ventures and Entrepreneurship	3	60% Exam 40% Coursework
SBCO6200	Business Policy and Strategic Management	3	70% Exam 30% Coursework
SBCO6340	Business in a Global Environment	3	70% Exam 30% Coursework

### **Courses (Electives)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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	3	60% Exam

COMP5120	Management Systems	3	40% Coursework
	System Design and Software		60% Exam
	Engineering		40% Coursework

### ***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 the 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.

### **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-orientes them to various mathematical concepts related to the disciplines they will cover in the MBA programme.

### **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.

### **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.

### **SBCO6320: Quantitative Techniques for Managerial Decision Making**



This course provides an introduction to a selection of quantitative techniques commonly used to structure and analyze business decision problems. Specifically, the technique best suited to the type of problem and where most applicable and relevant, computer-based techniques.

### **SBCO6330: Economics for Business (Micro)**

This course is designed to stimulate economic thought as it pertains to decisions and problem solving that confront managers. Decisions will be arrived at by obtaining, processing and using economic information and principles relative to such areas as consumer behaviour, demand theory, production, cost and markets.

### **SBCO6420: Management Decisions with Statistics**

This course provides students with a conceptual framework of statistics and its many applications in business. The presentation of techniques in the context of real business problems and the statistical results will be used to equip managers to obtain insights on the solutions to problems they are likely to encounter.

### **SBCO6800: Module Project**

The primary aim of this course is to help students develop the capability to use the concepts, frameworks and techniques presented in other courses to analyse, explain and propose solutions to problem situations that confront organizations. It is also aimed at developing an appreciation for how to summarise technical analysis and present it in a readily understandable form.

### **SBCO6150: Marketing Management**

This course seeks to acquaint students with key concepts, theories and techniques of marketing and their application to business challenges. Exposure is given to the collection and evaluation of data and its utilization for strategic decision-making based on marketing trends.

### **SBCO6160: Operations Management**

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

### **SBCO6300: Behavioural Science for Managers - 1**

This course is designed to equip students with the skills, knowledge and understanding of the interaction of human beings within organizations. The use of theory will be applied to contemporary issues and problems within the Caribbean and global workplace. Variations in types of organizations and classifications will be examined with a view to unearthing the implications that present for managers of these organizations.

### **SBCO6370: Management Information Systems**

This course provides a broad overview of the key managerial issues surrounding the management of information in organizations as a strategic corporate resource and the

development, acquisition and use of information technology resources. The course is intended to foster an understanding of the benefits and problems resulting from the development and use of organizational information systems, identify information systems approaches that can increase organizational effectiveness and focus on the strategic priorities of firms in gaining and maintaining competitive advantage.

### **SBCO6010: Advanced Critical Thinking for Managers**

This course is intended to increase the readiness of students to meet the requirements of the Executive MBA courses by providing exposure to concepts and techniques of logic, reasoning and critical thinking. The course fosters the development of practical skills in these areas and encourages the application of these skills as students and practicing managers.

### **SBCO6020: Communication for Managers**

This course will provide students with a clear understanding of the underlying concepts and theoretical foundations of human and organizational communication. The ethics of communication is challenged both in the preparation of effective and persuasive business reports and in understanding and working the media. There is also emphasis on oral presentations.

### **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.

### **SBCO6220: Business, Government & Society**

This course is primarily concerned with understanding the inter-relationships among business, government and society and how they affect private and public sector managers. Consequently, it focuses on the forces that shape and re-shape the economic, cultural, political and technological terrain on which managers operate.

### **SBCO6310: Transformational Leadership**

This course is designed to influence the views and behaviours of participants in relation to leadership for transformation. It focuses on principle-centred behaviour, the ability to inspire self and others' creative thinking, and problem solving as the driving forces for influencing and managing change in an environment. The underpinning philosophy encourages movement from day-to-day, functional management to a 'higher ground' of serving others, while involving themselves and others in innovative, animated and ethical actions for the success of an enterprise.

### **SBCO6400: Behavioural Science for Managers - 2**

This course continues the exploration that began in SBCO6300 -Behavioural Science for Managers - 1, of the factors which influence human behaviour especially in the context of organizations. Group behaviour, culture, motivation and leadership are examined to enable understanding behaviour in organizations, handling the behavioural aspects of performance,

interpreting trends in organizational behaviour and applying theories for effective management of people.

### **SBCO6190: New Ventures and Entrepreneurship**

This course examines the foundations of the entrepreneurial process and provides students with a structure for assessing opportunities and bringing them to fruition. Opportunities are identified and credible business plans formulated with the intention of creating value and the likelihood of viability.

### **SBCO6200: Business Policy and Strategic Management**

This is considered a capstone course and seeks to develop skills in total enterprise management drawing on all prior course work and experience as managers and professionals. Static business models are challenged by innovative and entrepreneurial thinking which explores the characteristics and demands of different industry environments and options open to management.

### **SBCO6340: Business in a Global Environment**

This course examines critical aspects of the global business environment and its influence on the behaviour of firms. It focuses on the macroeconomic, institutional, and technological factors that shape the environment within which firms compete at the international and regional/national levels. It also looks at the special challenges that confront firms in the Caricom region and developing countries in general.

### **SBCO6430: Macro-Economic Implications for Business**

This course enables the student to understand the Macro economy and how it works as well as economic policies and their influence within the context of the Jamaican economy. Emphases are placed on measuring growth in the Jamaican economy based, among other concepts, on the role of labour in production activities, the natural unemployment rate, the importance of international trade and the international monetary system as well as the demand for money and the debate over monetary policy.

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### **Department Contact Information:**

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

**Programme Coordinator:** Mrs. Ingrid Nelson

### **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:**

Twenty-Nine Months

## **Programme Structure:**

### **The FOUNDATION Module**

Foundations Skills for Graduate Management Education

Graduate Mathematics for Management Education

Learning Strategies   Computer Business  
Applications

## **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

<b>Banking &amp; Finance</b>	<b>Marketing Management</b>	<b>International Business</b>
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
<b>Human Resource Management</b>	<b>Management Information Systems</b>	<b>General Management</b>
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
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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
	Learning Strategies	0	
	Computer Business Applications	0	
SBCO6030	Graduate Mathematics for Management Education	0	100% Continuous Assessment
SBCO6000	Foundation Skills for Graduate Management Education	0	50% Exam 50% Coursework
SBCO6040	Business Research	2	60% Exam 40% 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
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
SBCO6370	Management Information Systems	2	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
SBCO6090	Legal and Regulatory Framework for Business	2	60% Exam 40% Coursework

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

### **Course (Electives)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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:**

### **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 MBA students and re-orientates 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.

### **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.

**Department Contact Information:**

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

**Programme Coordinators:**

Mrs. Uylander Jack (MBA Full-Time)  
Mrs. Dawn Morgan (MBA Part-Time)  
Mr. Stephen Henderson (MBA Part-Time)  
Mrs. Carole Wedderburn-White (MBA Part-Time)

**Master in Business Administration – Sports Management**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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

### **Programme Coordinator:**

Mr. Stephen Henderson  
Mrs. Ingrid Nelson  
Mrs. Uylander Jack  
Mrs. Carole Wedderburn-White

## **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
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**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	4	40% Exam

SBCT6400	Telecommunications Economics of Telecommunica- tions, Information Technology and the Global Market	4	60% Coursework 40% Exam
RPTL6801	Contemporary Telecommunica- tions Networks and Technologies	4	40% Exam 60% Coursework
RPTL6802	Legal & Regulatory Frameworks	4	40% Exam 60% Coursework
RPTL6805	Interconnection in Telecom- munication Networks	4	40% Exam 60% Coursework
SBCT6800	Research Paper	8	50% Exam 50% Coursework

### **Courses (Electives)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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 telecommunication 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):**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
	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)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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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-orientes 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

**Programme Coordinator:** Mrs. Uylander Jack

### **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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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 Economics	3	60% Exam 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 an 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):**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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:** Mrs. Uylander Jack



## **DEPARTMENT OF SOCIOLOGY, PSYCHOLOGY & SOCIAL WORK**

**Head: Clement Branche, BSc UWI, MSc LSE**

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, modern 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 1<sup>st</sup> and 3<sup>rd</sup> 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**

**Programme Objectives:** The objective of the M.Sc. is to provide a core body of knowledge and skills from social psychology which, when integrated with the theory, methods and research of specific areas of psychology, can be used to study and resolve social problems.

**Duration of programme:** The MSc in Applied 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:** The MSc 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. These settings include government agencies, industrial organizations, schools, social service agencies, community-based organizations, research firms, trade unions, hospitals and clinics.

To earn the MSc in Applied Psychology, students must pass:

- core courses, including courses in advanced research methods
- approved electives
- a research seminar (2 credits)
- an ethics seminar (1 credit)
- a technical writing course  
(departmental requirement, 1 credit)
- a practicum (3 credits)
- a research paper (6 credits)

**TOTAL NUMBER OF CREDITS FOR DEGREE: 37**

### **Courses (Core)**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
PSYC6000/ PS61F	Themes in Applied Psychology	3
PSYC6001/ PS62F	Applied Psychology Research Seminar (Year Long)	3
PSYC6002/ PS64F	Psychological Testing, Measurement and Evaluation	3
PSYC6032/ PS68R	Applied Research Methods in Psychology and Organizational Behaviour	3
PSYC6032/ PS65A	Issues of Caribbean Psychology: Ethics and Professional Practice Seminar 1	3
SOCI6081/ SY69C	Technical Writing	
PSYC6007/ PS62G	Applied Psychology Practicum	3
PSYC6030/ PS650	Applied Psychology Research Paper	6
SOCI6115	Quantitative Data for the Social Sciences	3

#### **Courses (Electives)**

<b>Course Code</b>	<b>Course Name</b>
PSYC 6003/PS63G	Group Behaviour Applications
PSYC 6009/PS63F	Self and Social Theory in the Caribbean
PSYC 6011/PS64G	Communication and Persuasion
PSYC 6022/PS68A	Applied Health Psychology
PSYC 6006/PS65F	Coping with Illness
PSYC 6008/PS66G	Psychology of Works & Motivation
SY62K	Quantitative Data Analysis for the Social Sciences
PSYC 6010/PS66F	Organizational Learning
SY62D	Monitoring and Evaluation of Social Programmes
HRNM 7102/HR71B	Psychological Assessment in Organizations

#### ***Course Description:***

#### **PSYC 6000/PS61F – Themes in Applied Psychology (3 credits)**

In this course students examine and discuss the theoretical, practical and methodological issues related to Applied Psychology. They are also expected to gain information on issues related to

professional skills, teaching, consultancy, and interventions as it relates to the Caribbean and the world.

### **PSYC 6001/PS62F – Applied Psychology Research Seminar (2 credits; Year Long)**

This seminar is designed to allow students to begin their research projects, and 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). It is expected to be associated with the material covered in the general methods and statistics courses.

### **PSYC 6003/PS 63G – Group Behaviour Applications (3 Credits)**

Applied Psychology has focused a great deal on affecting group processes and behaviour in groups. Also the small social group 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 processing and behaviour.

### **PSYC 6006/PS65F – Coping with Illness (3 Credits)**

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.

### **PSYC 6008/PS66G – Psychology of Work and Motivation (3 Credits)**

This course is designed to explore worker related issues in the industrial/organizational context in 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.

### **PSYC 6013/PS650 – Applied Psychology Research Paper (6 Credits)**

In this course students will carry out a research project under the guidance of a faculty supervisor. Students will meet regularly with their faculty supervisor to plan and carry out this research project.

### **PSYC 6032/PS68R Applied Research Methods in Psychology and Organizational Behaviour (3 credits)**

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 needed to identify and quantify change following social, community, or organizational interventions.

### **SY62D – Programme Monitoring and Evaluation (3 Credits)**

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.

### **SY62K – Quantative Data Analysis for the Social Sciences (3 Credits)**

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.

### **PSYC 6007/PS62G – Applied Psychology Practicum (3 Credits)**

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 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 practicum supervisor to prepare for and discuss problems, progress and make presentations related to their sites.

### **PSYC 6009/PS63F – Self and Social Theory in the Caribbean (3 Credits)**

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 the positioning.

### **PSYC 6002/PS64F – Psychological Testing, Measurement and Evaluation (3 credits)**

Applied Psychology depends both on psychometric measurement and on the evaluation of the various strategies used in implementation and 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.

### **PSYC 6011/PS64G – Communication and Persuasion (3 Credits)**

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 behaviour. It explores issues related to influence from a scientific and psychological perspective including persuasion, compliance, propaganda, and mind control - and how these same influences may be counteracted. Techniques used by masters of communication, such as commercial advertisers, experienced social action activists, and the political elite, will also be explored.

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

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.

### **PSYC 6022/PS68A – Applied Health Psychology (3 credits)**

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.

### **PSYC 6010/PS66F – Organizational Learning (3 Credits)**

Learning in organizations has moved from a focus on the individual and on 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.

### **HRNM 7102/HR71B – Psychological Assessment in Organizations (3 Credits)**

This course covers the necessary skills that students will need to select, administer, interpret and report on the psychological assessment of individuals within organizations. 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.

### **SOCI 6115 - Quantitative Data Analysis for the Social Sciences**

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.

### **Additional Information/Notes:**

SOCI 6115 is an existing course that has been taught to M.Sc. Sociology students since the 2007/2008 academic year, but has been added as a core course to our programme.

### **Department Contact Information:**

Department of Sociology, Psychology & Social Work  
University of the West Indies  
Mona  
Kingston 7

**Programme Coordinator:** Dr. Garth Lipps

### **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 II**

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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
SOCI6104	Health Related Programme and Interventions in the Caribbean	3
SOCI6118	Social Seeseement	6

### **Courses**

#### **SY68A [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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 [SOC 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. SOC 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](mailto:patricia.anderson@uwimona.edu.jm))  
 Ms. Sharon Priestley ([sharon.priestley@uwimona.edu.jm](mailto:sharon.priestley@uwimona.edu.jm))

### **MSc Human Resource Development**

The Masters Programme in Human Resource Development was initiated in 1995 by the Department of Sociology, Psychology and Social Work at the University of the West Indies. Students are drawn from both public and private sector, and work in HRD contexts as well as in direct management positions, service organisations and private consultancies.

**Programme Objectives:** The general objectives of the HRD programmes are to produce graduates who are expected to be able to apply the theoretical underpinning of the courses to the practical implementation of change within their organisations. More specifically, these programmes have always sought to educate professionals and academics who can contribute to the strengthening of their organisations both through organisational analysis and intervention and through training, team-building, effective leadership and research.

### **Entry Requirements:**

To enter the MSc Human Resource Development programme one must possess the following **minimum** qualifications:

- A good first degree from an approved university (Honours),
- A minimum of three (3) years' full-time work experience at a supervisory level.

**Duration of programme:** The MSc in Human Resource Development is offered on a part-time basis only. Students are expected to complete all requirements for the programme, including the HRD Practicum, in twenty-seven months.

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

### **SEQUENCING OF COURSES FOR THE PART-TIME MSc HUMAN RESOURCE DEVELOPMENT PROGRAMME**

#### **Summer 2009: June – August 2009**

HR69B: Communication Skills for Organisational Research and Practice (For persons who have passed the Diagnostic Test)	Weeks 1-8
Foundation English (For persons who failed the Diagnostic Test)	Weeks 1-8
HR61B: Group Dynamics	Weeks 1-6



**Term I: September – December 2009**

HR61A: Applied Behavioural Science	Weeks 1-12
HR62C: Strategic Human Resource Management	Weeks 3-9
HR64A: Research Methods (with SPSS Labs)	Weeks 1-12
HR69B: Communication Skills for Organisational Research and Practice (For persons who did not pass the Diagnostic Test)	Weeks 1-12

**Term II: January – March 2010**

HR62B: Organisational Ethics: Developing Ethical Organisations	Weeks 1-8
HR63A: Introduction to Organisational Design	Weeks 1-8
HR64B: HRD Statistics I (with SPSS Labs)	Weeks 1-12

**Term III: March – August 2010**

HR61C: Theory and Practice of Small Group Behaviour	Weeks 1-6
HR65C: Training Design, Delivery and Evaluation	Weeks 1-12
HR66E: Job Analysis	Weeks 1-8

**Term IV: September – December 2010**

HR64C: HRD Statistics II SPSS Labs	Weeks 1-12 Weeks 2-10
HR66B: Compensation and Employee Assistance	Weeks 1-9
HR66C: Staffing Organisations	Weeks 1-5

**Term V: January – March 2011**

HR63B: Organisational Design and Intervention	Weeks 7-12
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HR66D: Performance Management	Weeks 1-6
HR67A: Industrial Relations and Negotiation	Weeks 1-10
<b>Term VI: April – May 2011</b>	
HR63C: Organisational Intervention and Evaluation	Weeks 1-8
HR68A: Information Technology and HRD	Weeks 1-9
BPR Labs	Weeks 2-8

**Summer : June – August 2011**

HR60A: HRD Practicum	Weeks 1-9
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**All courses are required for graduation.**

**Course Description**

**[HR61A] HRNM6022 – Applied Behavioural Science  
(2 Credits - Term I)**

***Objectives:*** This course looks at human behaviour, both individual and collective, as significantly shaped by the factors of society, culture and personality. It is an applied/practical course that is, at the same time, concerned with theoretical fundamentals.

**[HR61B] HRNM6004 – Introduction to Group  
Dynamics (1 Credit - Term I)**

***Objectives:*** This course is designed to develop the awareness of students regarding the nature and functions of groups, the impact of interpersonal styles and behaviour upon group development, teams and organisations.

**[HR61C] HRNM6005 – Theory & Practice of Small  
Group Behaviour (2 Credits - Term III)**

***Objectives:*** This course is designed to develop the awareness of students regarding the potential of well-managed groups to improve performance at work. It will also increase their ability to identify barriers to effective group functioning, and solutions. The course will provide opportunities for theoretical and experiential exploration of issues which affect team work, including personality, group dynamics, communication, leadership and conflict management.

**[HR62B] HRNM6020 – Organisational Ethics:  
Developing Ethical Organisations (1 Credit - Term III)**

***Objectives:*** This course invites students to examine at both theoretical and practical levels, the issues informing the ethical issues facing contemporary workers, organisations and societies

regionally and internationally. These issues will include, but are not limited to the problems surrounding globalisation and e-culture, organisational strategy and competition, the treatment of workers with diverse needs, corporate privacy and security, research and development, and corporate social responsibility. Students will explore their awareness of themselves as professionals and the need for the organisation to think about what it does as it operates within the society.

**[HR62C] HRNM6019 – Strategic Human Resource Management (1 Credit - Term I)**

**Objectives:** This is a foundation course for the other courses in the Masters in H.R.D. programme. Its objective is to provide an overview and appreciation of the major HRM functions within the framework of Strategic Management.

**[HR63A] HRNM6007 – Introduction to Organisational Design and Development (1 Credit-Term II)**

**Objectives:** This course emphasizes the importance of effective organisational diagnosis, design and transformation for the achievement of organisational goals. The aim is to expose students to the assumptions underlying traditional and contemporary organisational designs and the implications of these designs for human performance.

**[HR63B] HRNM6008 – Organisational Design and Intervention (1 Credit - May - July 2009)**

**Objectives:** This course introduces students to the techniques used in diagnosing organisations, and to important issues that should be considered in the selection of appropriate techniques. Students will also examine the issues related to individual, group and organisational change and some of the factors that would hinder effective change. Throughout students will relate the literature to Caribbean data and theory as well as to their own experiences.

**[HR63C] HRNM6009 – Organisational Intervention and Evaluation (1 Credit - Term VI)**

**Objectives:** This course provides an opportunity for participants to work as a team in addressing a real-life problem in an organisation. They are expected to develop additional insights and competencies that are required in providing focussed interventions that add value to the organisation. The course is practical in orientation, and represents a culmination of this stream of courses offered in the programme. This group project also serves to equip students to conduct their practicum on an independent basis.

**[HR64A] HRNM6010 – Research Methods (1 Credit - Term II)**

**Objectives:** This course seeks to provide students with an understanding of the range of quantitative and qualitative research techniques that are appropriate to different HRD issues, and to equip them with basic skills for organisational research.

**[HR64B] HRNM6011 – HRD Statistics I (1 Credit - Term III)**

**Objectives:** This course provides an introduction to basic statistics for behavioural science. The

application of these methods to human resource assessment and development is emphasized. Students are also expected to gain familiarity with methods of data manipulation through the use of selected computer packages.

**[HR64C] HRNM6012 – HRD Statistics II  
(2 Credits - Term IV)**

**Objectives:** This course allows students to strengthen their skills in the analysis and interpretation of data generated and used in HRD contexts.

**[HR65C] HRNM6503 – Training Design, Delivery and Evaluation (3 Credits-Summer, May-July 2010)**

**Objectives:** This course examines Job Analysis and Evaluation Techniques and seeks to introduce students to the basic elements of the training process and the contribution of these elements to the achievement of 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. The course will analyse the principles of adult learning and identify strategies and tools used for effective training. Students will also be introduced to methods of assessing training needs and evaluating the training function.

**[HR66B] HRNM6014 – Compensation and Employee Assistance (1 Credit - Term IV)**

**Objectives:** This course provides students with the fundamentals of compensation management, and introduces some of the emerging issues for example students will evaluate the business ethics of employee assistance and EAPs as a risk management tool; the ESOP as an employee benefit and its impact on firm value.

**[HR66C] HRNM6002 – Staffing Organisations  
(1 Credit – Term IV)**

**Objectives:** This course seeks to provide participants with exposure to theory and current practice in the staffing area in order to create a strategic approach to organisational staffing and develop the skills required to properly manage the function. Participants will be exposed to traditional and modern approaches to staffing with emphasis on the utilization of technology. They will be encouraged to analyse varying approaches with a view to developing the capacity to devise a system most suitable for achieving their organisation's objectives.

**[HR66D] HRNM6021 – Performance Management  
(1 Credit - Term V)**

**Objectives:** This course examines the fundamentals of Performance Management Systems. Students are introduced to the traditional personnel functions of hiring, assessment, appraisal, promotion and termination in the context of the human resource development approach. Issues of particular relevance in the Caribbean are highlighted.

**[HR66E] HRNM6605 – Job Analysis  
(1 Credit - Term III)**

**Objectives:** This course provides participants with a broad understanding of the importance of

job analysis in the overall human resource management and development process, particularly recruitment and selection, training and development, deployment of and compensation and reward of position and of incumbents. It articulates and demonstrates the link between job analysis at the organisational or enterprises level and the wider industry, national and international labour market(s). As such, national and international job classification systems will be examined. It also presents participants with an understanding of the basic principles, techniques and approaches in designing, implementing and managing job analyses; and guides in the conduct of actual job analysis exercises, as feasible.

**[HR67A] HRNM6015 – Industrial Relations and Negotiation (2 Credits - Term V)**

**Objectives:** 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 worker 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.

**[HR68A] HRNM6016 – Information Technology and HRD (2 Credits - Term VI)**

**Objectives:** This course introduces students to the importance which Information Systems have for modern management and H.R.D practice. It introduces students to theories that discuss the bi-directional relationship between Information Technology and Organisational Design. Emphasis is placed on issues surrounding the emergence of new organisational forms, with special attention to one method used to bring about deliberate organisational changes, that being business process re-engineering. The course discusses the need for the H.R.D. professional to understand the implications for training and human resource development created by these new forms of organisations and the concomitant increased use of IT in these new structures.

**[HR69B] HRNM6902 – Communication Skills for Organisational Research and Practice (1 Credit Term I)**

**Objectives:** This course is designed to ground students in the fundamentals of writing skills for organisational research and communication. It does this while also providing the flexibility to tailor the programme to meet participants' individual interests and career aspirations. As a result, on completion of the course, students will be well positioned to operate effectively across the entire span of the organisation, first in their roles as function-specific human resource development managers and organisational behaviour practitioners and researchers and expanding into consultation, academic research and social leadership.

**[HR60A] HRNM6017 – HRD Practicum (6 Credits - Summer – July - August 2010)**

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.

**Additional Information/Notes:**

Although not formal pre-requisites applicants are advised to do the courses [PS21D] PSYC2000: Social Psychology and SY16C before entering the programme.

**Department Contact Information:**

Department of Sociology, Psychology and Social Work  
The University of the West Indies  
Mona  
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**Unit Contact Information:**

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**Programme Coordinators:** Mr. Clement Branche  
Mr. Benthon Hussey

**Assistant Programme Coordinator:** Ms.Olivene Thomas

**Diploma in Human Resource Development****Programme Objectives:**

This programme seeks to distil a package from the functional courses offered in the MSc. Human Resource Development degree. It is designed to offer continuing education credits either to persons who already possess at least a Bachelors degree and who work in an administrative capacity with the human capital of the organisation but who do not have the requisite academic training for their posts or to persons who take it for continuing education credits as prescribed by an recognised professional body.

The programme will rest upon the foundation of the various curricula in which the students registered have participated. It will benefit from their rich practical problem-solving skills and this advantage will naturally extend to the Masters and Doctoral Programmes where these students share classes with those students as well. These skills will be developed further through a combination of coursework, research activities, independent study and experiential learning.

**Entry Requirements:**

Candidates for this Higher Degree Diploma will be required to have a minimum requirement of a Bachelors 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 Masters

Programme in Human Resource Development or 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 will determine the portion, if any, of the tuition fees paid for the Masters Degree that will be refunded.

**Duration of programme:** The Higher Degrees Diploma in Human Resource Development is offered on a part-time basis only. Students are expected to complete all requirements for the programme in twenty-seven months.

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

The Diploma Programme in Human Resource Development will be delivered on a part-time basis over a two-year period. It comprises 21 credits from taught courses. The schedule of taught courses includes 13 courses that are structured into modules ranging from 1-3 credits. These courses cover a range of content areas that include human resource theory and opportunities for personal development.

**STRUCTURE OF THE DIPLOMA IN HUMAN RESOURCE DEVELOPMENT**

<b>Term I</b>	<b>Term II</b>	<b>Term III</b>
HR61B Group Dynamics (1 credit)	HR63A Introduction to Organizational Design (1 credit) (1 credit)	HR65C Training Design Delivery and Evaluation
HR62D Strategic Human Resource Development (2 credits)	HR61C Theory & Practice of Small Group Behaviour (2 credits)	HR64D Financial Data Analysis for Human Resource Development Practitioners (3 credits)
		HR66E Job Analysis (1 credit)

## Year II

### Term I

HR66C  
Staffing  
Organizations  
(1 credit)

HR66B

Compensation  
(1 credit)

### Term II

HR66D  
Performance  
Management  
(1 credit)

Approved Free  
Elective  
(3 credits)

### Term III

HR67A  
Industrial Relations  
and Negotiation  
(2 credits)

It should be noted that of the 13 courses required for the Programme, one (1) may be taken from a list of approved electives that includes the following courses:

- PS66F: Organisational Learning
- PS66G: The Psychology of Work and Motivation
- SB63M: Counselling for HR Practitioners
- SB631: Transformational Leadership
- SY62A: Advanced Social Research Methods I
- SY62B: Advanced Social Research Methods II

## Course Descriptions

### Level I Courses

#### [HR 61C] HRNM6005 – Theory and Practice of Small Group Behaviour (1 Credit)

**Objectives:** This course is designed to develop the awareness of students regarding the potential of well-managed groups to improve performance at work. It will also increase their ability to identify barriers of effective groups, and solutions. The course will provide opportunities for theoretical and experiential exploration of issues that affect teamwork, including personality, group dynamics, communication, leadership and conflict management.

#### HR62D: Strategic Human Resource Development

**Objectives:** This course will introduce some of the basic concepts of strategic human resource development for practitioners in the field who have academic backgrounds in other disciplines. With this in mind, the treatment of the course will be participative and seek to reinforce the most favourable blend of skills, knowledge and attitudes that under gird effective human resource development. It will seek to distinguish between the management function – Human Resources Management – and the broader profession – Human Resource Development and explore some of the issues that occupy the attention of practitioners in both fields.

#### [HR63A] HRNM6007 – Introduction to Organisational Design and Development (1 Credit)

**Objectives:** This course emphasizes the importance of effective organisational diagnosis, design and transformation for the achievement of organisational goals. The aim is to expose students to the assumptions underlying traditional and contemporary organisational designs and the



implications of these designs for human performance.

**HR64D: Financial Data Analysis for Human Resource Development Practitioners (3 Credits - Term III)**

**Objectives:** 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.

**[HR65C] HRNM6503 – Training Design, Delivery and Evaluation (3 Credits-Summer, May-July 2010)**

**Objectives:** This course examines Job Analysis and Evaluation Techniques and seeks to introduce students to the basic elements of the training process and the contribution of these elements to the achievement of 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. The course will analyse the principles of adult learning and identify strategies and tools used for effective training. Students will also be introduced to methods of assessing training needs and evaluating the training function.

**[HR66B] HRNM6014 – Compensation and Employee Assistance (2 Credits)**

**Objectives:** This course provides students with the fundamentals of compensation management, and introduces some of the emerging issues for example students will evaluate the business ethics of employee assistance and EAPs as a risk management tool; the ESOP as an employee benefit and its impact on firm value.

**[HR66C] HRNM6002 – Staffing Organisations (1 Credit)**

**Objectives:** This course seeks to provide participants with exposure to theory and current practice in the staffing area in order to create a strategic approach to organisational staffing and develop the skills required to properly manage the function. Participants will be exposed to traditional and modern approaches to staffing with emphasis on the utilization of technology. They will be encouraged to analyse varying approaches with a view to developing the capacity to devise a system most suitable for achieving their organisation's objectives.

**[HR66D] HRNM6021 – Performance Management (1 Credit)**

**Objectives:** This course examines the fundamentals of Performance Management Systems. Students are introduced to the traditional personnel functions of hiring, assessment, appraisal, promotion and termination in the context of the human resource development approach. Issues of particular relevance in the Caribbean are highlighted.

**[HR66E] HRNM6605 – Job Analysis (1 Credit - Term III)**

**Objectives:** This course provides participants with a broad understanding of the importance of job analysis in the overall human resource management and development process, particularly recruitment and selection, training and development, deployment of and compensation and reward of position and of incumbents. It articulates and demonstrates the link between job analysis at the organisational or enterprises level and the wider industry, national and international labour market(s). As such, national and international job classification systems will be examined. It also presents participants with an understanding of the basic principles, techniques and approaches in designing, implementing and managing job analyses; and guides in the conduct of actual job analysis exercises, as feasible.

**[PS66F] 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.

**[PS66G] PSYC6008 – 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.

**Elective Courses**

**SB63M Counselling for Human Resource Practitioners (3 Credits)**

The course is intended to increase awareness of the nature and scope of counselling and of its place within the classification of helping professions and is also intended to increase awareness of the relevance of counselling to management and the scope for its practice within organisational settings. The course will expose students to the theories, principles and issues associated with the practice of counselling in organisations.

**SB631 Transformational Leadership (3 Credits)**

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

managing change in the organisation.

### **SY62A – Advanced Social Research Methods (3 Credits)**

This is the first part of a two-course sequence in research methods for MSc programs. This course will provide you with 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 course in the sequence will review basic statistics and introduce various techniques in multivariate statistical analysis. After completion of this two-course sequence, you should be methodologically prepared to carry out the research for your MSc Research Report.

### **SY62B – 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.

#### **Department Contact Information:**

Department of Sociology, Psychology and Social Work  
The University of the West Indies  
Mona, Kingston 7

#### **Unit Contact Information:**

1B Aqueduct Flats  
The University of the West Indies  
Mona, Kingston 7  
Telephone: (876) 512-3466  
E-mail: [diphrd@uwimona.edu.jm](mailto:diphrd@uwimona.edu.jm)

**Programme Coordinators:** Mr. Clement Branche  
Mr. Benthon Hussey

**Assistant Programme Coordinator:** Ms. Olivene Thomas

#### **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**

Sociological Theory

Research Methods

Special Field

Seminar (Technical  
Writing)

##### **Semester 2**

Sociological Theory

Statistics/Advanced  
Qualitative Research

Special Field

Seminar (Critical  
Approaches to Caribbean  
Society and Culture)

#### **Year 2**

##### **Semester 1**

Special Field

Seminar (Critical  
Approaches to  
Caribbean Society

##### **Semester 2**

and Culture

Social Assessment course

*OR*

Integrated Methodology course

*OR*

Research Paper

### **Courses**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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 20<sup>th</sup> 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.

### **Contact Information**

MSc Applied Psychology  
Dr. Garth Lipps  
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MSc Clinical Psychology  
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MSc Demography  
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*or*

Ms. Sharon Priestley  
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MSc Human Resource Development (HRD)  
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*or*

Ms. Olivene Thomas  
412-3466  
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Master of Social Work (MSW)

Mrs. Karlene Boyce-Reid  
512-3326  
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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**

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 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:**

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**Programme Coordinator:** Mrs. Lita Allen  
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**Doctoral Programme in Organisational Behaviour**

The PhD in Organisational Behaviour was developed in response to the need for advanced training and indigenous research in human resource development and organisation in the Jamaican and Caribbean business landscape. The gap between our needs and the resources to meet these requirements was most apparent in the wake of the drive to re-train persons after the wave of organisational restructuring in both the public and private sectors in the 1990s and early 2000s, the rethinking of Jamaica's industrial relations norms and with the imperative of contending with regional and international trade and political blocs. It became necessary, therefore, to expand the faculty for academic programmes in Human Resource Development at the UWI and increasing the effectiveness of the organisational behavioural practitioners in the region.

Developing the course locally was expected to prove significantly more cost-effective for the participants and meet the UWI's needs for new staff and Caribbean research more expeditiously than would a plan of encouraging our alumni and staff members to pursue such studies abroad. Indeed, there was a strong demand from our HRD graduates that the Unit expand training to this more advanced level.

### **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 will seek, therefore, 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 Masters degree with a substantial background in management or the behavioural sciences. Although the Masters degree is not required, it is highly recommended, as the programme is designed for persons with demonstrated academic abilities. 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**

Open to all areas of organisational behaviour and human resource development.

### **Seminars**

The Doctoral Programme in Organisational Behaviour requires at least three seminar courses. The programme lists 12 elective courses of which students are required to do eight credits (three or four courses). These courses are listed below.

[HR7302] HR73B: Strategic Leadership and Change  
Management (*2 Credits*)  
or

SB631: Transformational Leadership (*3 Credits*)

[HR7303] HR73C: Advanced Seminar in Organisational  
Design and Change (*2 Credits*)

[HR7304] HR73D: Organisational Decision-Making  
(*2 Credits*)

[HR7305] HR73E: Organisational Theory (*2 Credits*)

[HR7501] HR75A:	Advanced Training (3 Credits)
[HR7601] HR76A:	Organisational Consulting (2 Credits)
[HR7602] HR76B:	Career Counselling (2 Credits)
[HR7701] HR77A:	Selected Topics in Human Resource Development (2 Credits)
[HR7702] HR77B:	Ergonomics, Health and Safety (2 Credits)
PS68A:	Applied Health Psychology (3 Credits)
SB620:	Business Policy and Strategy (3 Credits)
SB62M:	International Human Resource Management (3 Credits)

**Duration of programme:** The PhD Organisational Behaviour is offered on a part-time basis only. Students are expected to complete all requirements for the programme, including the two Practica and the Dissertation, in six years. It should be noted, however, that the number of credit exemptions received for work done prior to joining the programme will have a significant impact upon the time taken to complete the programme.

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

The structure of the PhD programme is organised into two levels. The first level is designed to allow students with different academic backgrounds to acquire a common set of competencies, so as to be able to pursue the more advanced graduate courses. Level 1 is therefore a combination of existing graduate-level courses drawn from the Masters in HRD, and the Masters in Applied Psychology. Equivalent courses from the MBA (Human Resource Management Option) are acceptable. Collectively these are equivalent to 24 credits, although it is not expected that most candidates will require all of these courses. It is only in the situation where candidates are allowed direct entry and are admitted without a prior MSc degree in a related field that all of these courses will be required. In addition, it will be necessary for direct-entry candidates to meet the departmental requirement for Level II undergraduate statistics and qualitative research methods, in the event that they do not already have this qualification, or the equivalent.

Where these direct-entry candidates do not proceed beyond Level 1 of the programme, they may apply to transfer to the MSc in Human Resource Development programme. They will be eligible for the award of this MSc on satisfactory completion of specified courses in (i) research methods and statistics and (ii) Industrial Relations. They will be required to complete the Minor Practicum but not the Research Paper.

The second level of the programme will include 15 courses. The core courses are all 3-credit offerings except for the Dissemination Skills and Ethics courses that are both one credit each. The courses in research methodology and quantitative analysis are also 3-credit offerings. Additionally, students will be required to take four seminars, each of which is two credits. The structure of the programme is summarised below:

- 7 courses in organisational studies
- 4 courses in research methodology and statistics
- 4 seminars in the specialisation

In addition to the formal course work, doctoral candidates will pursue experiential learning and independent research. The experiential learning comprises two practica, which together require 620 hours of placement and related activities and are equivalent to 11 credits. These practica have been designed to develop professional competence and given the nature of the discipline will develop skills and orientations in an applied way. The competencies developed in the practicum setting will include such areas as problem-solving, counselling, training and coaching. These placements will be accompanied by structured skill-development workshops with trained practicum supervisors under the supervision of an overall academic coordinator.

The research requirements for this degree are a 6-credit research paper and a dissertation which is equivalent to 24 credits. The research paper is expected to be 12-15,000 words, while the dissertation is in the region of 60,000 words. Students will be required to take a written comprehensive examination on completion of the doctoral courses. This examination will be based on the material covered in the core courses and the seminars, and the candidate is expected to demonstrate an integrated understanding of these areas.

Students who for any reason do not proceed beyond the coursework stage may apply for the award of the Master of Science in Organisational Studies. To receive this MSc. degree, students will not be required to take the comprehensive examination or to undertake the major practicum, but they will need to successfully complete all of the 15 doctoral courses and seminars.

**Courses(Core):** *(Subject to Change)*

### **Structure of the PhD Programme in Organisational Behaviour**

#### **Level 1 Courses**

- |     |           |  |
|-----|-----------|--|
| 1A. | HR63A:    | Introduction to Organisational Design and Development <i>and</i> |
| 1B. | HR63B:    | Organisational Development and Change                            |
|     | <i>or</i> |  |
|     | SB61E     | Organisational Development and Change                            |
| 2.  | HR65A:    | Training Design, Delivery and Evaluation                         |
| 3.  | HR61C:    | Theory and Practice of Small Group Behaviour <i>or</i>           |
|     | SY67B:    | Social Psychology: Group Dynamics and Inter-group Relationships  |
| 4.  | SY67A:    | Social Psychology: Self and Interaction                          |
| 5.  | PS64F:    | Psychological Measurement, Testing and Assessment                |
| 6.  | PS66G:    | Psychology of Work and Motivation                                |
| 7.  | PS66F:    | Organisational Learning  |
| 8.  | HR66B:    | Compensation and Employee Assistance                             |
| 9.  | HR66C:    | Staffing Organisations   |
| 10. | HR66D:    | Performance Management   |

- |     |        |                             |
|-----|--------|-----------------------------|
| 11. | HR69A: | Technical Writing           |
|     | HR70A: | Minor Practicum (140 hours) |
|     | HR70C: | Research paper              |

## **Level 2 Courses**

### **Core**

- |    |        |   |
|----|--------|---|
| 1. | HR71A: | Contemporary Issues in Organisational and Social Psychology |
| 2. | HR73A: | Complex Organisations                                       |
| 3. | SB63M: | Counselling for HR Practitioners                            |
| 4. | HR72A: | Legal, Ethical and Professional Behaviour                   |
| 5. | HR71B: | Psychological Assessment in Organisations                   |
| 6. | HR79A: | Dissemination Skills  |
| 7. | SS79B: | Research Writing  |

### **Research Methodology and Quantitative Analysis**

- |     |            |   |
|-----|------------|---|
| 8.  | HR74A:     | Qualitative Research Methods in Organisational Studies              |
|     | <i>and</i> |   |
| 9.  | SY62A:     | Advanced Research Methods I   |
|     | <i>or</i>  |   |
| 10. | PS68R:     | Applied Research Methods in Psychology and Organisational Behaviour |
|     | <i>and</i> |   |
| 11. | SY62B:     | Advanced Social Research Methods II                                 |
|     | <i>or</i>  |   |
| 12. | SY64B:     | Multivariate Analysis   |
|     | <i>and</i> |   |
| 13. | HR78A:     | Computer Applications for Human Resource Management                 |
|     | <i>or</i>  |   |
| 14. | HR74B:     | Organisational Theory Based Empirical Research                      |

## **Course Descriptions**

### **Level I Courses**

#### **[HR 61C] HRNM6005 – Theory & Practice of Small Group Behaviour (1 Credit)**

This course is designed to develop the awareness of students regarding the potential of well-managed groups to improve performance at work. It will also increase their ability to identify barriers of effective groups, and solutions. The course will provide opportunities for theoretical and experiential exploration of issues that affect teamwork, including personality, group dynamics, communication, leadership and conflict management.

#### **[HR63A] HRNM6007 – Introduction to Organisational Design and Development (1 Credit)**

**Objectives:** This course emphasizes the importance of effective organisational diagnosis, design and transformation for the achievement of organisational goals. The aim is to expose students to the assumptions underlying traditional and contemporary organisational designs and the implications of these designs for human performance.

**[HR63B] HRNM6008 – Organisational Design and Intervention (1 Credit)**

**Objectives:** This course introduces students to the techniques used in diagnosing organisations, and to important issues that should be considered in the selection of appropriate techniques. Students will also examine the issues related to individual, group and organisational change and some of the factors that would hinder effective change. Throughout students will relate the literature to Caribbean data and theory as well as to their own experiences.

**[HR65C] HRNM6503 – Training Design, Delivery and Evaluation (3 Credits-Summer, May-July 2010)**

**Objectives:** This course examines Job Analysis and Evaluation Techniques and seeks to introduce students to the basic elements of the training process and the contribution of these elements to the achievement of 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. The course will analyse the principles of adult learning and identify strategies and tools used for effective training. Students will also be introduced to methods of assessing training needs and evaluating the training function.

**[HR66B] HRNM6014 – Compensation & Employee Assistance (2 Credits)**

**Objectives:** This course provides students with the fundamentals of compensation management, and introduces some of the emerging issues for example students will evaluate the business ethics of employee assistance and EAPs as a risk management tool; the ESOP as an employee benefit and its impact on firm value.

**[HR66C] HRNM6002 – Staffing Organisations (1 Credit)**

**Objectives:** This course seeks to provide participants with exposure to theory and current practice in the staffing area in order to create a strategic approach to organisational staffing and develop the skills required to properly manage the function. Participants will be exposed to traditional and modern approaches to staffing with emphasis on the utilization of technology. They will be encouraged to analyse varying approaches with a view to developing the capacity to devise a system most suitable for achieving their organisation's objectives.

**[HR66D] HRNM6021 – Performance Management (1 Credit)**

**Objectives:** This course examines the fundamentals of Performance Management Systems. Students are introduced to the traditional personnel functions of hiring, assessment, appraisal, promotion and termination in the context of the human resource development approach. Issues of particular relevance in the Caribbean are highlighted.

**[HR66E] HRNM6605 – Job Analysis**

### **(1 Credit - Term III)**

**Objectives:** This course provides participants with a broad understanding of the importance of job analysis in the overall human resource management and development process, particularly recruitment and selection, training and development, deployment of and compensation and reward of position and of incumbents. It articulates and demonstrates the link between job analysis at the organisational or enterprises level and the wider industry, national and international labour market(s). As such, national and international job classification systems will be examined. It also presents participants with an understanding of the basic principles, techniques and approaches in designing, implementing and managing job analyses; and guides in the conduct of actual job analysis exercises, as feasible.

### **[PS64F] PSYC6004 – Psychological Measurement, Testing and Assessment (3 Credits)**

**Objectives:** This course has two principal objectives. First, it introduces students to the theoretical basis of psychometrics through a review of classical and modern literature. It covers the foundations of measurement, the relationship of measurement to statistical analysis, and the concepts of reliability and validity. Second, it introduces students to the practical aspects of the construction and assessment of psychological measures. Following completion of this course, students will have an advanced knowledge of the theory underlying psychometrics and the basic skills needed to develop and assess simple summated rating scales.

### **[PS66F] 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.

### **[PS66G] PSYC6008 – 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.

### **SB61E – Organisational Development and Change (3 Credits)**

This course will provide students with the knowledge and skill to become sensitive and

responsive to the challenge of organisational change. Despite its importance in any era, the course is of particular value to present and prospective managers, given the turbulence of rapid change being experienced by organisations in the Caribbean at present. The course provides participants with practical tools and techniques in business diagnosis, business problem solving and change management.

### **SY67A – Social Psychology: Self and Interaction (3 Credits)**

This course establishes the nature of the ‘social psychological enterprise’ at the conceptual methodological, institutional and practical levels. After a brief historical overview, the course develops on the current state of the discipline of social psychology; examining general issues and problems in theory and in method and reviewing, mainly from a psychological social psychology perspective, the topics of self, attitude, persuasion, perception, interpersonal communication and interaction.

### **SY67B – Social Psychology: Group Dynamics and Intergroup Relationships (3 Credits)**

This course examines both intra-group relations and inter-group relationships. Attention is given to the impact of the group situation on judgment, decision-making and task performance, and there is also an in-depth review of the fundamentals of inter-group relationships and of the procedures for mediation and conflict resolution.

### **SY67C – Method and Measurement in Social Psychology (3 Credits)**

This course covers the basics of method and measurement in Social Psychology. It reviews research design formats in Social Psychology and examines procedures for data collection and analysis. Most of the course-time however, is spent on the construction and application of various test and measurement protocols. Although several general issues, principles and problems are identified and discussed, this course is more practical than theoretical and is more directed to an applied social psychology.

### **HR79B/SS79B – Research Writing**

This course is designed to ground students in the techniques of producing academic research proposals and papers and technical reports for business and in the oral dissemination of the findings of their research studies and consultancies. The objectives of the course are four-fold. Primarily, the course has been developed for students who must report in a succinct and clear manner the development, exploration and testing of academic ideas that are either original or derived from the work of others.

Further, the course will teach students the intricacies of developing technical reports for corporate consultancies.

A third, but equally important objective is to advance students’ skills in disseminating the information so developed. For this, students will be required to apply current knowledge and norms of persuasion, argument, critical analysis and group dynamics to both written and oral information-dissemination exercises and presentations. Finally, the course will set the stage for the production of technical reports, the individual Research Paper and ultimately the Thesis to be produced as the main requirement for the granting of the doctoral degree.



## **LEVEL II COURSES**

### **[HR71A] 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.

### **[HR71B] 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.

### **HR72A] HRNM7201 – Legal, Ethical and Professional Behaviour (1 Credit)**

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.

### **[HR73A] 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. After completing the course the student should be able to understand and explain

1. 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;

2. 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;

3. how these **contextual** and **structural** dimensions are interrelated, and

4. 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.

### **HR73B [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 an innovator and change agent. 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.

People do not always resist change but rather tend to resist being changed. This theme is central to the focus of this course. The subject of change management is concerned with implementation of decisions through people. The management of people's response and reactions to the change process is a key leadership skill to ensure that management decisions can be realised. The course will compare literature on prescriptive approaches to change with descriptive perspectives by focusing on experiences and case studies.

### **[HR73C] HRNM7303 – Advanced Seminar in Organisational Design and Change (2 Credits)**

Topics in this seminar include: nature of the organisation, history of organisational design, contemporary designs for vertical integration, diversification, low-cost, differentiation and mixed strategies; organisational environment, sociotechnical systems and organisational design problems. Additionally, organisations will be analysed from a macro perspective.

### **[HR73D] 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.

**[HR73E] 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

**[HR74A] 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.

**[HR74B] HRNM7402 – Organisational Theory-Based Empirical Research Process (3 Credits)**

This doctoral seminar has two major objectives. The first objective of this seminar is to initiate doctoral students in the OB programme in the art and science of conducting theory-based empirical research in organisations drawing from theories and methods used in the organisational theory and other domains. The second objective of the seminar is to expose doctoral students to some major theoretical streams in the organisational and psychological theory domains related to their own research interests so they can get some starting points for digging deeper to find appropriate theoretical bases that they can use in their own research investigations.

**[HR75A] 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 HR65A: Training Design, Delivery and Evaluation course taught in the programme at Level I. The course will involve site visits and the development of a training programme.

**[HR76A] HRNM7701 – 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.

**[HR76B] HRNM7602 – Career Counselling (2 Credits)**

This seminar will focus on conceptualising the role of assessment in career counselling. The process of client self-exploration will be discussed and major standardized and self-assessment instruments will be reviewed. Career assessment models will be discussed including the following assessment components: Intellectual/Cognitive Resources, Skill Identification, Motivational Factors (values, needs and interests), Style Assessment, Personality Assessment and Internal Barriers/ Developmental Needs. We will review the goals of assessment in career counselling and discuss issues including job/person fit, career compatibility, career identity, and the interview as a basic assessment tool. This course will strengthen the students' understanding of, and experience in, the interpretation and use of assessment results in career counselling. Students will take various career assessments themselves, analyse the results, and develop a self/career identity profile.

**[HR77A] 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.

**[HR77B] 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).

Students will also learn the principles of Duty of Care, how to identify and document hazards

and develop a hierarchy of Hazard Controls, risk Assessment methods, how to prepare a job safety analysis, how to conduct an accident investigation, how to conduct and document spot checks and audits, how to influence others through effective communication, how to conduct an effective toolbox meeting, the basis of human error and strategies to minimise, the impact of latent conditions on workplace safety and the non-conformance report as a tool for improvement

### **[HR78A] HRNM7801 – Computer Applications for Human Resource Management (3 Credits)**

Firms that effectively exploit IT out-perform others. IT can play a major role in opening new distribution channels, streamlining supply chains and providing efficient electronic markets. But many firms do not understand IT and do not manage it well. This course covers managerial applications and also helps students develop their understanding of the underlying technologies and the frameworks needed to successfully manage these. The course also aims 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.

### **[HR79A] HRNM7901 - Dissemination Skills (1 Credit)**

This course would involve 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 would be taught how to engage the media. This would involve handling television, radio and telephone interviews, a radio interview and a telephone interview. Students would specifically be taught the wedge format in structuring messages to the media. Students would also be instructed in the proper use of the media to disseminate the findings of their work. They would be taught how to negotiate an interview. Oral presentations to stakeholders will also be explored.

### **[PS68A] PSYC6022 – Applied Health Psychology**

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.

### **[PS68R] PSYC6032 – Applied Research Methods in Psychology and Organisational Behaviour (3 Credits)**

The course will introduce students who have a basic understanding of social science research methods to the underlying logic and methodology of applied research in Psychology and Organizational Behaviour. Students will be introduced to ethics in applied research, the importance of participation in planning and conducting research in applied settings, the concepts of internal and external validity, true and quasi-experiments, and new approaches to the

inference of causality in longitudinal research and field settings. Throughout the course students will be introduced to the challenges involved in longitudinal research in complex social, community and organizational settings and the solutions to these problems.

### **SB62M – International Human Resource Management (3 Credits)**

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

### **SB63M – Counselling for Human Resource**

#### **Practitioners (3 Credits)**

The course is intended to increase awareness of the nature and scope of counselling and of its place within the classification of helping professions and is also intended to increase awareness of the relevance of counselling to management and the scope for its practice within organisational settings. The course will expose students to the theories, principles and issues associated with the practice of counselling in organisations.

### **SB620 – Business Policy & Strategy (3 Credits)**

This course is designed to improve the participant's ability to integrate functional area knowledge into a general management perspective and evaluate internal and external conditions and forces impacting business organisations.

### **SB631 – Transformational Leadership (3 Credits)**

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

### **SY62A – Advanced Social Research Methods (3 Credits)**

This is the first part of a two-course sequence in research methods for M.Sc. programs. This course will provide you with 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 course in the sequence will review basic statistics and introduce various techniques in multivariate statistical analysis. After completion of this two-course sequence, you should be methodologically prepared to carry out the research for your MSc Research Report.

### **SY62B – 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.

### **SY64B 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.

### **Department Contact Information:**

Department of Sociology, Psychology and Social Work  
The University of the West Indies  
Mona, Kingston 7

### **Unit Contact Information:**

1B Aqueduct Flats  
The University of the West Indies  
Mona, Kingston 7  
Telephone: (876) 512-3466  
E-mail: phdob@uwimona.edu.jm

### **Programme Coordinators:**

Professor Patricia Anderson  
Mr. Clement Branche  
Mr. Benthon Hussey

### **Assistant Programme Coordinator:**

Ms. Olivene Thomas

## **THE SIR ARTHUR LEWIS INSTITUTE OF SOCIAL & ECONOMIC STUDIES**

**Director:     Professor Brian Meeks, BSc, MSc,  
                  PhD UWI**

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 programme can be completed in one year full time or two years part-time.

### **Core Courses**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>	<b>Course Weighting</b>
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

Extensions: 2312; 2413; 2420; 2427; 2426

Web Site: <http://salises.mona.uwi.edu/>

## **Programme Coordinator:**

Mrs Sonia Amos-Davis

## **INSTITUTE FOR SUSTAINABLE DEVELOPMENT**

**Director:**      **Professor Anthony Clayton, MSc (Psy),  
PhD Edin**

## **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**

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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](mailto: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

<b>Course Code</b>	<b>Course Name</b>	<b>No. of Credits</b>
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