

Welcome

Welcome to the Faculty of Social Sciences Graduate Prospectus.

The Faculty of Social Sciences at the University of the West Indies, Mona consists of three departments, one institute and one business school, namely: Economics, Government, Sociology Psychology and Social Work, The Sir Arthur Lewis Institute of Social and Economic Studies and Mona School of Business and Management. Together they offer 35 innovative graduate programmes which cover a wide variety of disciplinary areas. A synopsis on all of these programmes can be found in this Information Guide. For more detailed information you may contact the respective programme coordinators (see page 7).

The Faculty of Social Sciences Graduate programmes aim to produce leaders with the necessary skills and generate relevant ideas which will improve organizations and the region as a whole, and at the same time make an invaluable contribution to one's career. While each programme has its own specific admission requirements, the standard requirement for entry is usually a first degree in a Social Science related field or relevant subject area.

We hope that you will make the choice to enroll with us today.

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Dean's Message

Welcome to the Faculty of Social Sciences, University of the West Indies Mona. If you are at a point in your life where you are seeking to advance your career through upward or outward mobility, or eager to extend the boundaries of knowledge through exploration and research or already have a first degree but are unsure of what area you might want to focus on for your next degree, then this prospectus/handbook is just for you. Likewise, if you are presently an undergraduate student who might be contemplating graduate studies in a particular discipline, then this Information Guide will be able to provide you with all the programme offerings in the Faculty of Social Sciences at the Graduate level. As you read, be open to the possibilities which lie ahead. For we believe that education transforms lives. We therefore take great pride in providing an excellent learning environment, supported by committed faculty members who are actively engaged in encouraging excellent educational values, and capable of engaging students in developing the skills required to make a difference in their careers and in the nation as a whole.

The Faculty of Social Sciences, and indeed the wider UWI community is proud of its fine history, reputation, and record of the relentless pursuit of excellence since its inception. Much of that pride comes from the performance of the growing list of distinguished and highly successful graduates produced here, who have acquitted themselves with distinction, and made significant contributions through stellar performances and proven records of leadership locally, regionally and internationally. The world class education you are poised to receive here will equip you to do likewise.

It is our hope that you will choose to study with us. These programmes typically support considerable personal development. They build on the attributes you bring by providing a creative environment in which you can draw mutual inspiration through intellectual exchanges designed to assist participants: explore; investigate; interpret; extend knowledge; adapt to new ways of thinking and search for answers to important and interesting questions that have relevance to our region.

Whatever your background or circumstance, we hope you will begin this journey with us and in so doing wish you a very productive and fulfilling experience as you begin your interaction with an exceptionally talented and influential group, the FSS Graduate Students. We believe that learning informs, those who are exposed to it, about the current state of our society, its problems and its future, and provides some solutions to help us contribute to the myriad problems we face. We hope that in pursuit of your career goals, you will choose your very best programme in the Faculty of Social Sciences, Mona.

Evan Duggan
Dean and Professor of Management Information Systems
January 15, 2013

Programmes

Department of Economics

MSc Economics

MSc International Economics and International Law

Department of Government

MSc Government (with concentrations in International Relations, Comparative Politics/Political Theory and Public Sector Management)

MPhil Government

PhD in Government

Department of Sociology Psychology and Social Work

Master of Social Work

MSc Applied Psychology

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

MSc Demography

MSc and Diploma in Human Resource Development

MSc Sociology

MPhil Sociology

PhD Sociology

PhD Organizational Behaviour

Mona School of Business and Management

Diploma in Business Administration

Diploma in Sports Business Management

Doctorate in Business Administration (DBA)

Executive Masters Business in Administration (EMBA)

Master in Business Administration (MBA)

Master in Business Management (MBM)

MSc Accounting

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

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

MSc National Security and Strategic Studies

MSc in Sports Business Management

Masters in Taxation

MSc Telecommunication Policy and Technology Management

MSc Tourism and Hospitality Management

Sir Arthur Lewis Institute of Social and Economic Studies

MSc Development Studies

MPhil Economic Development Policy

MPhil Governance and Public Policy

MPhil Integration Studies

MPhil Social Policy

PhD Economic Development Policy

PhD Governance and Public Policy

PhD Integration Studies

PhD Social Policy

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DEPARTMENT OF ECONOMICS

Programmes

The Department of Economics offers two graduate degrees:

- MSc Economics
- MSc in International Economics and International Law

Entry Requirements

The requirement for admission to these programmes is a bachelor degree from a recognized university, normally with honours. There is great competition for limited spaces with many more qualified applicants each year than available spaces.

Upon admission, some students could be asked to take departmental requirements which consist of some undergraduate courses. These courses are normally taken concurrently with the graduate curriculum. The purpose of these departmental requirements is to strengthen the ability of graduates from these programmes to function professionally.

Programme Information

MSc Economics

The MSc. Economics programme is a two year full-time programme and a three year programme part-time. Twelve courses (3 credits each) are required for this degree - a core consisting of three courses which all students are required to take; two fields (four courses) and one 'writing course'. Some courses are designated 'writing course' because their requirements include a written paper. A field is a two semester sequence in a sub-discipline of economics.

CORE REQUIREMENTS

ECON6008 Microeconomic Theory I

ECON6024 Macroeconomic Theory I

ECON6030 Econometrics I

Although Microeconomics II, Macroeconomics II and Econometrics II are not a part of the core requirements, students are encouraged to take these courses and most do.

The fields offered may change from time to time. Currently the following fields are offered:

FIELDS

International Economics

Development Economics

Industrial Organization

Financial Economics

Game Theory

All courses (including departmental requirements) must be passed with a grade B or better. A student who fails five (5) courses or the same course twice will be asked to withdraw from the programme.

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. All graduate students are required to attend these seminars for one year.

MSc International Economics and International Law

This programme is offered jointly by the Department Economics and the Department of Government. The programme consists of twelve (12) full-semester graduate courses (three (3) credits each). The programme consists of a core of six (6) courses which each student is required to take and six (6) electives.

CORE REQUIREMENTS

ECON6008 Microeconomic Theory I

ECON6024 Macroeconomic Theory I

ECON6034 International Economics I

GOVT6065 Selected Issues in International Law

GOVT6069 The World Trading System

GOVT6073 International Economic Law

ELECTIVE COURSES

In satisfying the elective requirement a student is required to take at least two courses from the menu of graduate courses (3 credits each) offered by the Dept. of Economics and at least two courses from the menu of graduate courses offered by the Dept. of Government.

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. All graduate students are required to attend these seminars for one year.

COURSE DESCRIPTIONS

Microeconomic Theory I and II

This two-course sequence formalizes the decision-making process of individuals and firms through the application of microeconomic principles. The courses will assume familiarity with linear algebra and calculus and will sometimes make use of more advanced mathematical tools. 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 producer under a perfectly competitive market. Microeconomic Theory II presents the formation of prices under conditions of imperfect competition. Here, the influence of market structure, market failure, asymmetric information and risk on the decision of individuals and firms are analysed. In both courses, emphasis is placed on the application of microeconomic theory to the analysis of everyday economic problem.

Macroeconomic Theory I and II

Macroeconomics is the study of the national economy as a whole. In that regard, we examine the behavior of aggregate variables, such as output (GDP), the price level, money supply, aggregate private and government spending, taxation, debt, and growth rates. We study the interactions among them, and their relationships with other variables. In Part I of this two part sequence, we cover topics of economic growth and long-run economic development. In Part II we focus on topics dealing with short-run fluctuations. Strong emphasis is placed on empirical application and policy implications. At the end of the sequence, students 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 their understanding in these and other areas.

Economic Development (with special reference to the Caribbean) I and II

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 will encourage students to critique and challenge orthodox concepts and theories of economics, particularly as they relate to developing economies. It will also expose students to alternative concepts and theories, which will be critically reviewed. The development experience of selected OECD and newly industrialized countries will be examined to ascertain conformity with dominant theories. Students will be required in class discussions and formal presentations to assess the applicability of the theories and development experiences to the Caribbean context. 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.

Econometrics I and II

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 M.Sc. is the terminal degree. Given these two goals for the courses, they contain a combination of theoretical analysis and computer applications. Econometrics I focuses on advanced cross-sectional theory. It includes topics such as the multiple linear regression model, multicollinearity and generalized least squares. Econometrics II looks at advanced time series and panel data analysis. Topics include: vector autoregressions, cointegration and error-correction models, and fixed and random effects models. Econometrics II is traditionally taught as an applied course, and students are required to write and submit a high quality research paper. For both courses, it is assumed that students have a background in calculus, matrix algebra, statistical analysis and probability theory.

Game Theory I and II

Game theory has found many applications in various fields, such as economics, biology, law, politics, sociology and computer science. When your payoff is affected by not only your actions but also the actions of others, we have a strategic situation. Game Theory analyzes these strategic situations and identifies how each party should behave so as to maximize his payoff. These courses introduce the main concepts and tools of game theory. The basic concepts of non-cooperative game theory will be covered rigorously with an aim to enable you to represent economic situations as a game. The first course examines rules of the game; information; mixed and continuous strategies; dynamic games with symmetric information; reputation and repeated games; dynamic games with incomplete information; bargaining; and pricing. The second course examines moral hazard; adverse selection; mechanism design; signaling; and auctions.

Financial Economics I and II

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 risk management and risk assessment. In particular, there is a greater emphasis on concepts and methods of estimating market and credit risks. 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. It concentrates mainly on the capital assets, stocks in particular. Upon completing the course, students will become familiar with some of the recent literature in financial economics

and the methodologies involved. Included are: risk measurement and management, mean-variance portfolio theory, asset pricing theories, market anomalies, and international stock price movements.

International Economics I and II

The first of the 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.

International Trade Policy

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. Emerging issues in trade policy are examined.

Industrial Organization I and II

Industrial Organization studies the functioning of markets. It is concerned with business behavior and strategy, as well as their implications for economic efficiency especially when the assumptions of perfect competition do not hold. The role of public policy in promoting efficiency is central to Industrial Organization. The first course covers the theory of why firms exist; the exercise of monopoly power; production selection, quality and advertising; price discrimination; and vertical control. The second course covers the Bertrand Paradox and solutions; collusion and factors facilitating it; product differentiation and the role of advertising; natural monopoly, contestability and barriers to entry; as well as limit pricing and predation for merger.

**DEPARTMENT
OF GOVERNMENT**

Programmes

The Department of Government offers the following graduate degrees:

- MSc Government (full time or part time) with concentrations in:
 - Comparative Politics/ Political Theory
 - International Relations
 - Public Sector Management
- MSc Politics and International Cooperation (A special option)
- MPhil Government (full time or part time)
- PhD Government (full time or part time)

Programme Information

MSc Government

Entry Requirements

The requirement for admission to the MSc Government is a upper second class degree or better- GPA of 3.0 or above in Government, Public Administration, Public Sector Management, Political Science, International Relations or related field. In addition to the minimum GPA, admission will be considered on the criteria below.

This programme places emphasis on political and governance issues of special concern to Caribbean Societies even as it examines the global community.

Students are required to specialize in one of three sub-disciplines, namely:

Public Administration

Comparative Politics/Political Theory

International Relations

Comparative Politics/ Political Theory

Entry Requirements

For applicants without an undergraduate Major in Political Science courses are needed in International Relations, Public Sector Management, Political Science, other Social Sciences and History, Philosophy and Law. Students must have a minimum of five courses from these disciplines averaging a GPA of 3.0. Course equivalents from other universities are accepted; auditing of courses might be recommended; work experience and or strong recommendations and interviews can be considered for marginal or special cases. Good communication/writing/referencing and research skills are considered.

Maximum Capacity

The programme can accommodate 20-25 (given available supervisory resources).

Programme Structure

Year 1, Semester 1

GOVT6078 Caribbean Political Systems I

GOVT6090 Political Theory I – Methodology & Critical Concepts

GOVT6076 Quantitative Research Method

Year 1, Semester 2

GOVT6077 Qualitative Research Methods

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

GOVT6080 Caribbean Political Systems III, or

GOVT6085 Supervised Research Project/ Democracy III (on one of the main issues in Caribbean Constitutional Reform), or

GOVT 6092 Supervised Research Political Theory III

COURSE DESCRIPTIONS

GOVT6078 Caribbean Political Systems I

Caribbean political systems face new strains brought on by the crises of climate change, energy and food, on top of not so new ones like crime and violence, HIV/AIDS, and deeper structural ones like poverty and inequality, all related to the nature of Caribbean societies and globalization. These strains pose threats to development, stability, democracy, human rights and nation building. This course studies the possible responses of and to Caribbean political systems in the face of these crises. Its main question is this: Are Caribbean political systems built for crisis management in states that are highly vulnerable and prone to crisis? It begins with a critical analysis of the concept of governance in the Caribbean context. The concept is applied to different political systems like those of Haiti, Cuba, Guyana, Trinidad and Tobago, and Jamaica. We try to understand its relevance to failed or fragile states (like Haiti) and small, vulnerable and dependent post-colonial Caribbean states generally. The course also addresses this question at the regional level of CARICOM and the OECS.

GOVT6090 Political Theory I – Methodology & Critical Concepts

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.

GOVT6077 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.

GOVT6076 Quantitative Research Methods

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

GOVT6064 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.

GOVT6065 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.

GOVT6000 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.

GOVT6020 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.

GOVT6010 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 emphasizes 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'.

GOVT6030 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.

International Relations

Entry Requirement

For applicants without an undergraduate Major in International Relations courses are needed in Political Science, Public Sector Management, other Social Sciences and History, Law, Languages. Students must have a minimum of five courses from these disciplines averaging a GPA of 3.0. Course equivalents from other universities are accepted; auditing of courses might be recommended; work experience, strong recommendations and interviews can be considered for marginal or special cases. Good communication/writing/referencing and research skills are considered.

Maximum Capacity

The programme can accommodate 20-25 (given available supervisory resources).

Programme Structure

Year 1, Semester 1

GOVT6064 Theories and Issues in Contemporary International Relations

GOVT6065 Selected Issues in International Law
GOVT6076 – Quantitative Research Methods

Year 1, Semester 2

GOVT6077 Qualitative Research Methods

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

GOVT 6068 Supervised Research Paper (in International Law, International Organization, OR International Politics).

Public Sector Management

Entry Requirements

Students with a First Class Degree in any discipline or a Second Class Upper Division in Public Management will gain direct entry to the programme. Students with a Second Class Upper Division in International Relations/Political Science with Foundation Public Sector Management courses will also gain direct entry. Students with a Second Class Upper Division in International Relations/Political Science with Foundation Public Sector Management courses will also gain direct entry. Students with Second Class Upper Division in other disciplines must read courses in social sciences.

Consideration is given to students with Second Class Lower Division Degree in Public Management who have experience in the public sector.

Students from other disciplines would need to read at least four of the following courses, depending on the class of degree:

GOVT1006 Introduction to Public Sector Management

GOVT2032 Administrative Analysis*

GOVT2033 Contested Issues in Public Sector Management

GOVT2035 Public Financial Management

GOVT1000 Introduction to Political Analysis (to replace GT30N)*

GOVT3033 Concept & Theories of Public Policy*

GOVT3034 Comparative Development Management

Law Course*

Internship

At least two of the above indicated with an asterisk (*) would be given priority consideration.

Job Experience and Age

A pass degree **may** be considered if the applicant has between 5-10 years in a middle-senior management position in the public sector or if the applicant is in

mid-career and is desirous of shifting career focus or improving the possibility of promotion.

Maximum Capacity

The programme can accommodate 30-35 (given available supervisory resources).

Year 1, Semester 1

GOVT6000 Leading Issues in Public Management

GOVT6020 Emergence of State Owned Enterprises

GOVT6076 Quantitative Research Methods

Year 1, Semester 2

GOVT6010 Leading Issues in Development

GOVT6030 Regulation and Regulatory Reform

GOVT6077 Qualitative Research Methods

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

GOVT6060 Supervised Research Project in Public Enterprise, OR

GOVT6061 Supervised Research Project in Public & Development Management

ELECTIVES

GOVT6066 The Law and Politics of the Sea

GOVT6067 Government and Politics in Selected Regions (Latin America)

GOVT6069 The World Trading System

GOVT6070 Regionalism in a Globalised Age

GOVT6072 International Politics Economy

GOVT6073 International Economic Law

GOVT6074 International Trade and the Environment

GOVT6079 Caribbean Political System II

GOVT6081 Democracy I

GOVT6082 Democracy II

GOVT6091 Political theory II Radical and Critical Theories in Modern Political Thought

GOVT6117 Analysis of Political and Media

GOVT6095 Methods and Models of Transitional Justice

GOVT6097 Principles and Practices of E-governance

GOVT6093 Politics in the Middle East

GOVT6094 United States Foreign Policy

COURSE DESCRIPTIONS

GOVT6078 Caribbean Political Systems I

Caribbean political systems face new strains brought on by the crises of climate change, energy and food, on top of not so new ones like crime and violence, HIV/AIDS, and deeper structural ones like poverty and inequality, all related to the nature of Caribbean societies and globalization. These strains pose threats to development, stability, democracy, human rights and nation building. This course studies the possible responses of and to Caribbean political systems in the face of these crises. Its main question is this: Are Caribbean political systems built for crisis management in states that are highly vulnerable and prone to crisis? It begins with a critical analysis of the concept of governance in the Caribbean context. The concept is applied to different political systems like those of Haiti, Cuba, Guyana, Trinidad and Tobago, and Jamaica. We try to understand its relevance to failed or fragile states (like Haiti) and small, vulnerable and dependent post-colonial Caribbean states generally. The course also addresses this question at the regional level of CARICOM and the OECS.

GOVT6090 Political Theory I – Methodology & Critical Concepts

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.

GOVT6077 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, mediated, 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.

GOVT6076 Quantitative Research Methods

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

GOVT6064 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.

GOVT6065 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.

GOVT6000 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.

GOVT6020 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.

GOVT6010 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'.

GOVT6030 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.

GOVT6066 The Law and Politics 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.

GOVT6067 Government and Politics in 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.

GOVT6069 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 globalization and the movement towards the inclusion of new/emerging issues (especially labor 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.

GOVT6070 Regionalism in a Globalised 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).

GOVT6072 International Political Economy

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

GOVT6073 International Economic Law

This course emphasizes 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.

GOVT6074 International Trade and 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.

GOVT6079 Caribbean Political System II

Caribbean political systems face new strains brought on by the crises of climate change, energy and food, on top of not so new ones like crime and violence, HIV/AIDS, and deeper structural ones like poverty and inequality, all related to the nature of Caribbean societies and globalization. These strains pose threats to development, stability, democracy, human rights and nation building. This course studies the possible responses of and to Caribbean political systems in the face of these crises. Its main question is this: Are Caribbean political systems built for crisis management in states that are highly vulnerable and prone to crisis? It begins with a critical analysis of the concept of governance in the Caribbean context. The concept is applied to different political systems like those of Haiti, Cuba, Guyana, Trinidad and Tobago, and Jamaica. We try to understand its relevance to failed or fragile states (like Haiti) and small, vulnerable and dependent post-colonial Caribbean states generally. The course also addresses this question at the regional level of CARICOM and the OECS.

GOVT6081 Democracy I

This course investigates a paradox of the democratic experience – democracy is the most preferred system of politics in the world and yet people are more dissatisfied with democracy than at any other time. It considers the discontent with democracy and how in fact to further democratizes democracy. It begins by surveying the evidence for the paradox. It then explores various perspectives that democracy confronts, such as the structure of power in society, conflicts over rights and national identity, immigration and national integration, culture and multiculturalism, executive, legislative and electoral arrangements, security, corruption, inequality, and globalization. Each of these represents an aspect of the democratic paradox. The presumption is that equity and inclusion are important ingredients if democracy is to be developmental and citizens are to be more contented with democracy.

GOVT6082 Democracy II

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.

GOVT6091 Political theory II 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.

GOVT6117 Analysis of Political 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.

GOVT6095 Methods and 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.

GOVT6097 Principles and Practices of E-governance

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 disconnection 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.

GOVT6093 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.

GOVT6094 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.

MPhil and PhD Government

Entry Requirements

MPhil Government

The requirement for admission to the MPhil Government is a first class degree - GPA of 3.6 or above in Government, Public Administration, Public Sector Management, Political Science, International relations or related field. The Department has a policy of accepting very few candidates based on its human and financial resource constraints. Candidates are admitted only if we have the supervisory capacity and if we can provide adequate support for the student's research programme. This is in order to facilitate a sound throughput rate.

PhD Government

The requirement for admission to the PhD Government is a strong M.Sc. degree. Often candidates are offered admission to the MPhil and if their progress is satisfactory, they can seek an upgrade to the PhD by the end of the second year.

In our research, teaching, and public service contributions, the MPhil and PhD programmes place emphasis on political and governance issues of special concern to Caribbean societies even as they encourage examination of global questions.

Programme Structure

These programmes are offered to students with at least an upper second class honours degree who show a strong proficiency for research. Candidates are required to do 9 credits of course work before embarking on their thesis. These courses are:

- GOVT6076 Quantitative Research Methods – 3 credits
- GOVT6077 Qualitative Research Methods – 3 credits
- One other approved course specified by the Department of Government- 3 credits

Candidates who have made significant progress on their MPhil 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.

**SOCIOLOGY,
PSYCHOLOGY & SOCIAL
WORK**

Programmes

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

- Master of Social Work (MSW) (full time or part time)
- MSc in Applied Psychology (full time)
- MSc in Clinical Psychology (offered jointly with the Dept. of Community Health & Psychiatry)
- MSc Demography (part time)
- MSc and Diploma in Human Resource Development (part time)
- MSc Sociology (full time or part time) with concentrations in:
 - Social Policy & Administration
 - Sociology of Development
 - Social Anthropology
- MPhil Sociology (full time or part time)
- PhD Sociology (full time or part time)
- PhD Organizational Behaviour (part time)

Master of Social Work

Entry Requirements

The requirement for admission to the **MSW** is GPA of 2.85 or above in Social Work or related field. Course equivalents from other universities are accepted; auditing of specified courses from the undergraduate programme might be required; students may be asked to attend an interview. Good communication/writing/referencing and research skills are also important. Two years of post-undergraduate degree work experience in social work or a closely related field is usually required. Additional practicum hours are likely to be required if a student does not meet this criterion and is offered a place.

Maximum Capacity

The programme can accommodate 10 - 15 students however it is dependent on the availability of practicum and supervisory resources.

Programme Information

This programme seeks to train persons who will either provide leadership as administrators and managers of social service agencies, or serve as specialist practitioners in various social human services settings and/or train and direct a wider body of agency personnel in those fields – all within a clear policy framework guided by advanced professional, theoretical and ethical practices. The MSW has specializations in Administration and Management of Human Services; Clinical Social Work Practice; Community Organization and Policy Practice; or an Advanced Generalist Social Work Practice degree where students can select courses to suit their needs across more than one Field of Specialization.

CORE COURSES

SOCI6102 Social Policy and Administration I

SOWK6100 Professional Development and Ethical Issues in Human Services

SOWK6104 Theory Development for Advanced Social Work Practice

Administration and Management of Human Services

Specialization Courses

REQUIRED COURSES

SOWK6101 Human Resource Management and Organization

SOWK6102 Methods of Strategic Management

SOWK6105 Programme Planning, Management and Evaluation

One (1) elective from the following or from any Field of Specialization or any other available complementary graduate course.

SOWK6118 Methods of Policy Practice
GOVT 6020 Leading Issues in Development Management

RESEARCH

SOCI6067 Advanced Social Research Methods I or
SOWK6103 Advanced Qualitative Research Methods
SOWK6115 Social Work Research Report

Clinical Social Work Practice

SPECIALIZATION COURSES REQUIRED

SOWK6106 Advanced Clinical Social Work Practice
SOWK6107 Evaluation of Clinical Social Work Practice

Two (2) electives from the following or from any *Field of Specialization* or any other available complementary graduate course:

SOWK6108 Group Counselling
SOWK6112 Family Therapy
SOWK6113 Social Work Assessment and Treatment: Children & Adolescents
SALI 6109 Social Investment in Children (Semester I, SALISES)
HE65B Fundamentals of Ageing (Semester II, Comm. Health & Psych.)

Community Organization and Policy Practice

SPECIALIZATION COURSES REQUIRED

SOWK6118 Methods of Policy Practice
SOWK6109 Advanced Community Practice

Two (2) electives from the following or from any *Field of Specialization* or any other available complementary graduate course:

SOWK6110 Community Economic Development for Social Change
SOCI6069 Monitoring and Evaluation of Social Programmes
SOCI6003 Sociology of Development II (Semester II)
SALI6104 Social Inequality, Inequity and Marginalization (Semester II)

RESEARCH PAPERS

SOCI6067 Advanced Quantitative Research Methods or

SOWK6103 Advanced Qualitative Research Methods

SOWK6115 Social Work Research Report

PRACTICUM (ALL SPECIALIZATIONS)

SOWK6116 Minor Practicum (160 hrs)

SOWK6117 Major Practicum (320 hrs)

COURSE DESCRIPTIONS

SOWK6102 Social Policy & 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 the both historical and contemporary setting; develop graduate student skills in policy analysis, policy planning and policy implementation.

SOWK6100 Professional Development & 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.

SOWK6014 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. 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.

SOWK6101 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 organisations in the Caribbean; (2) strategic managers rather than on operational activities that belong to the area of personnel management; (3) analysing and testing corporate strategic issues.

SOWK6102 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.

SOWK6105 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.

SOWK6118 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.

SOWK 6112 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.

GOVT 6020 Leading Issues in Development Management

This course aims to develop students' critical appreciation of some of the different competing approaches to public management and public administration. Emphasis will be placed on the following areas: Themes and Empirical Material, Analytical Skills and Other Transferable Skills.

SOCI6067 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.

SOWK6103 Advanced Qualitative Research Methods

The course seeks to develop an understanding of the foundations of the social research process and the ability to decipher (understand and evaluate) social work research, apply techniques of qualitative research and to carry out qualitative data analysis.

SOWK6115 Social Work Research Report

The Social Work Research Report is an essential component of the MSW programme. It is intended to ensure a complementary balance between the practical experiences and the research aspects. The relationship between the research methodologies and the implementation of a specific research report will also ensure a complete and smooth continuum of learning. The process will involve the preparation of a proposal in the Research Methods course, followed by implementation of the proposal in the field as part of a separate course – Social Work Research Report (SW62D) – in the following semester. This process will ensure that students will be able to complete the programme within the specified time-frame.

SOWK6106 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)*

SOWK6107 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.

SOWK6108 Group Counselling/Therapy

The group counselling 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 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 to the practice 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 activities.

SOWK6110 Community Economic Development for Social Change

The 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.

SOCI6069 Monitoring and Evaluation of Social Programmes

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

SOCI6003 Sociology of Development II (Semester II)

This course follows from SY63A – The Sociology of Development I, and attempts to explore critically the various practical issues in developmental strategies. It takes into consideration the range of approaches which have been pursued in the post-World War II period. Jamaica's experience with Structural Adjustment is one of the main areas in this course.

SALI6104 Social Inequality, Inequity and Marginalization (Semester II)

This course seeks to examine the critical social policy challenges created by the existence and persistence of social inequality, inequity and marginalization in developing countries. The dimensions and causes of inequality and inequity will be analyzed within several theoretical frameworks. Current policies and programmes to reduce social inequality and inequity will be assessed. The students are expected to be computer literate, as the course work will include practical use of the data from the surveys of living conditions. Focus will be on those issues

relevant to most developing countries but where useful, comparisons with developed and other developing countries will be made. *50% course work & 50% examination.*

Practicum

A Minor Practicum

MSc Applied Psychology

Entry Requirement

The requirement for admission to the MSc Applied Psychology is a lower second class degree or the equivalent in Psychology or a related field. Applicants to the programme should have good communication skills, excellent writing skills and research skills. The programme requires that students submit a statement of intent and a resume as part of their application. Applicants may be interviewed before an offer is made. Persons without relevant Psychology undergraduate courses may be required to do the Diploma in Psychology to qualify.

Maximum Capacity

The programme can accommodate 15 students.

Programme Information

This programme is designed on the scientist-practitioner model and seeks to prepare students for teaching, research, policy analysis, intervention and consulting in a range of different settings. The programme seeks to provide a core of knowledge and skills derived from social psychology but which can be applied to specialized areas when integrated with the theory, methods, research and practice. Students' choice of electives will allow them to focus one of the following specific fields:

- Social psychology
- Industrial/Organizational Psychology
- Health psychology

CORE REQUIREMENT

PSYC6000 Themes in Applied Psychology

PSYC6001 Applied Psychology Research Seminar

PSYC6002 Psychological Testing, Measurement and Evaluation

PSYC6032 Applied Research Methods in Psychology and Organisational Behaviour

PSYC6023 Issues of Caribbean Psychology: Ethics and Professional Practice Seminar I

SOCI6081 Technical Writing

PSYC6007 Applied Psychology Practicum

PSYC6030 Applied Psychology Research Paper

SOCI6115 Quantitative Data Analysis for the Social Sciences

ELECTIVES

PSYC6003 Group Behaviour Applications

PSYC6009 Self and Social Theory in the Caribbean

PSYC6011 Communication and Persuasion

PSYC6022 Applied Health Psychology

PSYC6006 Coping With Illness

PSYC6008 Psychology of Work & Motivation

PSYC601 Organizational Learning

SOCI6069 Monitoring and Evaluation of Social Programmes
Psychological Assessment in Organizations

COURSE DESCRIPTIONS

HRNM7102 Psychological Assessment in Organizations (3 credits)

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

PSYC6000 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 expected to gain information on issues related to professional skills, teaching, consultancy, and interventions as they relate to the Caribbean and the world.

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

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

PSYC6002 Psychological Testing, Measurement and Evaluation (3 credits)

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

PSYC6003 Group Behaviour Applications (3 credits)

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

PSYC6006 Coping with Illness (3 credits)

This course overviews the theories and methods that have been used to understand illness from a bio-psychosocial 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.

PSYC6007 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 the their first year. The course will bridge the gap between academic coursework and the knowledge, skills and emotional challenges that are inherent in the "real world" of Psychologists. Students are expected to spend at least 2 days per week at their practicum site. In addition, students will meet weekly with the practicum coordinator and their practicum supervisor to prepare for and discuss problems and progress at their sites.

PSYC6008 Psychology of Work & Motivation (3 credits)

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

PSYC6009 Self & 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.

PSYC6010 Organizational Learning (3 credits)

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

PSYC6011 Communication and Persuasion (3 credits)

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

PSYC6022 Applied Health Psychology (3 credits)

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.

PSYC6023 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.

PSYC6030 Applied Psychology Research Paper (6 credits)

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

PSYC6032 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, issues and challenges involved in identifying and quantifying change after interventions in these settings.

SOCI6081 Technical Writing

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

SOCI6115 Quantitative Data Analysis for the Social Sciences (3 credits)

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

SOCI6069 Programme Monitoring and Evaluation (3 credits)

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.

MSc Clinical Psychology

Entry requirements

The academic requirement for admission to the MSc Clinical Psychology is, at a minimum, an upper second class degree or better in Psychology (GPA of 3.0 or above). Research competencies beyond simply taking a course as well as clinical experience (in the area of mental health or related discipline) are also necessary. Good communication skills (writing, conceptualization and verbal) are also a must. The student needs to keep that in mind as he/she completes the required personal statement. Applicants will be interviewed before any offer is made. Persons who have an undergraduate degree that is not psychology and who are interested in doing the M.Sc. in Clinical Psychology may do the Diploma in Psychology to satisfy the course requirements for admission.

Maximum Capacity

The programme can accommodate 10 – 15 students (given available supervisory resources).

Programme Information

This programme is offered jointly between the Department of Sociology, Psychology and Social Work and the Department of Community Health and Psychiatry. The programme is intended to prepare psychology graduates for practice as clinical psychologists in the Caribbean region. The emphasis is on the scientist practitioner model where students are required to develop their research skills within the clinical context and carry out clinically relevant piece of empirical work. They are exposed to the full range of available theories underpinning psychological treatments with considerable opportunities to develop their clinical skills through a number of placements in varied settings. Students are expected to acquire expertise in psychological assessment and formulation. Some features of the course include modules on neuropsychology, health psychology and Caribbean perspectives and culture.

CORE REQUIREMENTS

Year 1

Semester I

PSYC6021 Psychopathology (3 credits)

PSYC6015 Psychological Assessment - Adult (3 credits)

PSYC6017 Clinical Research Skills (3 credits)

PSYC6016 Caribbean Psychology (3 credits)

PSYC6031 Practicum I - Diagnosis and Assessment of Adult Psychopathology (1 day per week) (1 credit)

PSYC6023 Issues of Caribbean Psychology: Ethics and Professional Practice Seminar-I (1 credits)

Semester II

PSYC6015 Psychological Assessment - Child (3 credits)

PSYC6018 Individual Psychotherapy - Research and Theory (3 credits)

PSYC6019 Issues of Human Development (3 credits)

PSYC6024 Practicum II - Diagnosis and Assessment of Adult and Child Psychopathology (2 days per week) (2 credits)

PSYC6020 Issues of Caribbean Psychology: Ethics and Professional Practice Seminar-II (1 credit)

Summer Session

PSYC6025 Practicum III (4 days per week) (4 credits)

Year 2

Semester I

PSYC6022 Applied Health Psychology (3 credits)

PSYC6028 Clinical Neuropsychology (3 credits)

SOWK 6112 Group Therapy (3) or **SOWK6108** Family Therapy (3 credits)

PSYC6026 Practicum IV (2 1/2 days per week) (3) (Can be taken in either Semester I or Semester II)

Semester II

PSYC6027 Research Paper (6 credits)

PSYC6026 Practicum IV

COURSE DESCRIPTIONS

PSYC6021 - 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. This 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 of relevance of the diagnostic categories to the Caribbean people.

PSYC6014 - Psychological Assessment - Adult (3 credits)

These courses will introduce students to the major assessment instruments used by Clinical Psychologists to assist in the understanding, diagnosis and treatment of mental disorders. Part A will focus on the assessment of adults and Part B will focus on the assessment of adolescents and children. Each 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.

PSYC6017 Clinical Research Skills (3 credits)

This course aims to build upon and consolidate the research skills that 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.

PSYC6016 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 colonization, modern Caribbean life and manifestations of mental illness in Caribbean people.

PSYC6023 Issues of Caribbean Psychology: Ethics and Professional Practice Seminar I (1 credit)

These courses will be attended by all students in the programme and delivered via student-led seminars. The goal is 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 future practice within the Caribbean region.

PSYC6015 Psychological Assessment - Child (3 credits)

These courses will introduce students to the major assessment instruments used by Clinical Psychologists to assist in the understanding, diagnosis and treatment of mental disorders. Part A will focus on the assessment of adults and Part B will focus on the assessment of adolescents and children. Each 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.

PSYC6018 Individual Psychotherapy - Research and Theory (3 credits)

This course will expand on students' knowledge of the techniques and process of individual psychotherapy. The course will also examine the major theories that guide the application of psychotherapy, and psychotherapy research. The course will begin with an in-depth overview 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.

PSYC6019 Issues of Human Development (3 credits)

This course explores the social/cultural dilemmas affecting humans as they interact with the environment and takes students 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 pathologies of each stage with a view to better understanding the complexity of possible presenting issues of clients.

PSYC6022 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 that have been put forward to explain patient behavior 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.

PSYC6028 Clinical Neuropsychology (3 credits)

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 disorder will be discussed.

SOWK6112 Family Therapy (3 credits)

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.

SOWK6108 Group Counselling/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 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.

PSYC6027 Research Paper (6 credits)

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

PSYC6020 Issues of Caribbean Psychology: Ethics and Professional Practice Seminar II (1 credit)

These courses will be attended by all students in the programme and delivered via student-led seminars. The goal is 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 future practice within the Caribbean region.

PS60A Practicum I - Diagnosis and Assessment of Adult Psychopathology (1 day per week) (1 credit)

PS60B Practicum II - Diagnosis and Assessment of Adult and Child Psychopathology (2 days per week) (2 credits)

PS60C Practicum III (4 days per week) (4 credits)

PS60D Practicum IV (2 1/2 days per week) (3 credits)

(Can be taken in either Semester I or Semester II)

PS60D Practicum IV

MSc Demography

Entry Requirement

The requirement for admission to the MSc Demography is a lower second class degree or better- GPA of 2.99 or above in Demography, Sociology or related field. Special pre-requisites needed for students with non UWI, non FSS and non programme specific degrees are:

Sociological Theory I (SOCI 2000)

Demography I (SOCI3018)

Demography II (SOCI 3021)

Statistical Computing for Social Research (SY2009)

Statistics for Behavioural Sciences (SOCI 2008)

Course equivalents from other universities are accepted; auditing of courses might be recommended; work experience and or strong recommendations and interviews can be considered for marginal or special cases. Good communication/writing/referencing and research skills are also considered. Persons without relevant Demography and Statistics undergraduate courses may be required to do the Diploma in Population and Development to improve their qualifications.

Programme Information

The Masters in Demography is designed to provide exposure to the current body of demographic knowledge and population issues deemed critical to development in the region, to provide a foundation in the techniques of demographic analysis and research methods, as well as provide avenues for the application of these skills in the analysis of demographic change, and the evaluation of population policy and programmes in the Caribbean. The courses will have a basis in Sociology although emphasis will be given to appropriate techniques along with the substantive areas of social change, all with a comparative focus. The MSc in Demography is offered on a part-time basis over a three year period. The programme will comprise twelve taught courses (total of 36 credits) and includes a research paper, seminars on critical issues in Caribbean society and a technical writing course. Students will take seven courses from the demography and research methods core, and have a choice of 2 electives. These electives may be chosen from a selection within the faculty of social science. In cases where students have already taken one of the required courses within a five-year period prior to entry into the programme, they will be assigned an elective to replace this course.

CORE REQUIREMENTS

YEAR I

SEMESTER I

SOCI 6111 Advanced Demographic Techniques I

SOCI 6115 Quantitative Data Analysis in the Social Sciences

SOCI 6081 Technical Writing

SOCI 6079 Continuing Seminar in Critical Approaches to Caribbean Society and Culture I

SEMESTER II

SOCI 6112 Advanced Demographic Techniques II

SOCI 6068 Advanced Quantitative Methods II

SOCI 6080 Continuing Seminar II

YEAR II

SEMESTER I

SOCI 6068 Advanced Social Research Methods II

SOCI 6069 Monitoring and Evaluation of Social Programmes
OR an Elective

SOCI 6080 Seminar: Critical Approaches to Caribbean Society and Culture II

SEMESTER II

SOCI 6114 Social Demography

SOCI 6113 Applied Demography OR

SOCI 6088 Introduction to GIS

YEAR III

SEMESTER I

SOCI 6066 Urban Sociology

SOCI 6082 Research Paper

COURSE DESCRIPTION

SOCI6067 Advanced Social Research Methods I

This is the first part of a three-course sequence in research methods and statistics for MSc. programmes. 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 part will continue 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 will conclude 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.

SOCI6115 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 exposes students to a wide range of commonly used statistical methods so that they are able to effectively undertake secondary data analysis using SPSS.

SOCI6068 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.

SOWK6103 Advanced Qualitative Research Methods

This course serves to introduce students to the basic techniques of qualitative research, to expose students to a range of instances in which qualitative research is used, and to develop skills in applying qualitative techniques in social research.

SOCI6111 Advanced Demographic Techniques 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.

SOCI6112 Advanced Demographic Techniques II

This second part of the sequence explores more advanced tools for demographic analysis. Topics covered include model life tables and stable populations, modeling 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.

SOCI6113 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.

SOCI6114 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.

SOCI6069 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 will work with an established social programme to develop skills in each area of monitoring and evaluation. Case studies of relevant social programmes and policies will be used as illustrative examples

SOCI6066 Urban Sociology

This course will examine 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.

SOCI6104 Health Related Programmes and Interventions in the Caribbean

A student who successfully completes this course will possess a reasonable level of knowledge related to health status, including assessing status and needs, designing and implementing public health programmes and interventions and developing demographic and epidemiologic profiles within the Caribbean context. Specifically, students will choose one Caribbean country and apply the knowledge learned to develop a demographic and epidemiological profile for the chosen country. For each special study area, the topics covered in the beginning of the course will be discussed (e.g., assessing health needs related to HIV/AIDS; designing and implementing public health programmes to prevent HIV/AIDS, etc.).

SOCI6088 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. Since the power of a GIS can be bound in its analytical capabilities, and the social sciences place great emphasis on decision-making, the course content will weigh heavily on the use of GIS for decision support. Data quality issues will focus on scales, projections and sources of errors in spatial data. Laboratory exercises will provide hands-on training to supplement the theoretical aspects of GIS.

SOCI6079 Critical Approaches to Caribbean Society & Culture I

This course consists of a series of presentations by staff, graduate students or other invited speakers. Students are expected to demonstrate their ability to

evaluate these presentations by producing two critical reviews, objective assessments of the presentation's strengths and weaknesses.

SOCI6080 (SY69B) Critical Approaches to Caribbean Society & Culture II

This course focuses on honing methodological skills. Students are expected to demonstrate a clear understanding of the philosophical pillars of scientific research in order to apply them to an evaluation of empirical research. Students should review material from previous research methodology courses to assist them in this course. After attending seminars presented by staff, graduate students or other invited speakers, students will choose one presentation to focus their work on. They will submit two assignments: a detailed critique of the methodology used by the selected seminar presenter and an alternative, pre-tested research instrument for researching his/her topic.

MSc and Diploma in Human Resource Development

Entry Requirement

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

Course equivalents from other universities are accepted. Candidates must have at least three years of full-time work experience, at a supervisory level, in any field and two strong recommendations that attest to the applicant's temperamental suitability for human resource practice and ability to manage postgraduate work. Candidates with GPAs exceeding 3.6 will be accepted with one year of full-time working experience in any field as well as part-time experience in an HRD-related field along with two strong references and resume.

All candidates with GPA of less than 2.75 will be subject to interview IF there is some compelling circumstance to warrant consideration for admission. Good communication/writing/referencing and research skills are imperative; and candidates will be expected to demonstrate these in their application documents and in the English Language Proficiency Examination administered by the HRD Unit prior to beginning the programme.

Maximum Capacity

Open

Diploma Human Resource Development

Programme Information

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 Bachelor's degree and work in an administrative capacity with the human capital of the organisation but do not have the requisite academic training for their posts or to persons who take it for continuing education credits as prescribed by a recognized professional body.

Year I

Term I

HRNM6004 Group Dynamics (1 credit)

HRNM6204 Strategic Human Resource Development (2 credits)

Term II

HRNM6007 Introduction to Organizational Design (1 credit)

HRNM6005 Theory and Practice of Small Group Behaviour (2 credits)

Term III

HRNM6013 Job Analysis, Training Design, Delivery and Evaluation
or

HR65C Training Design, Delivery and Evaluation

HRNM6404 Financial Data Analysis for Human Resource Development
Practitioners (3 credits)

HR6605 Job Analysis

Year II

Term I

HRNM6022 Staffing Organisations (1 credit)

HRNM6014 Compensation & Employee Assistance (1 credit - Term IV)

Term II

HRNM6021 Performance Management (1 credit)

Approved Free Elective (3 credits)

Term III

HRNM6015 Industrial Relations and Negotiation (2 credits)

COURSE DESCRIPTIONS

HR65C Training Design, Delivery & Evaluation (3 credits - Term III)

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.

HRNM6016 (HR67A) Industrial Relations & Negotiation (2 credits - Term V)

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

HRNM6005 (HR61C) Theory & Practice of Small Group Behaviour

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.

HRNM6019 (HR62C) Strategic Human Resource Management

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.

HRNM6007 (HR63A) Introduction to Organisational Design and Development

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.

HRNM6603 (HR65C) Training Design, Delivery & Evaluation (3 credits - Term III)

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.

HRMN6014 (HR66B) Compensation & Employee Assistance (1 credit - Term IV)

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.

HRMN6022 (HR66C) Staffing Organisations (1 credit – Term IV)

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.

HRMN6021 (HR66D) Performance Management (1 credit - Term V)

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.

HRNM6004 (HR61B) Introduction to Group Dynamics

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.

MSc Human Resource Development

Programme Information

This programme seeks to train human resource development specialists to be able to contribute to increase productivity and welfare by facilitating the broad human development of workers and increased human resource utilization within a range of organizational settings. The programme is delivered on a part-time basis over a two-year period. It comprises twenty-five (25) credits from taught courses and a six-credit practicum. The schedule of taught courses includes eighteen (18) courses that are structured into modules ranging from 1-3 credits.

REQUIRED COURSES

HRNM6605 Job Analysis (1 Credit - Term III)

HRNM6002 Applied Behavioural Sciences

HRNM6004 Group Dynamics

HRNM6019 Strategic Human Resource Management

HRNM6018 Technical Writing for Human Resource Development Practitioners

HRNM6007 Introduction to Organizational Design

HRNM6005 Theory and Practice of Small Group Behaviour

HRNM6010 Research Methods

HRNM6008 Organizational Intervention and Evaluation

HRNM6020 Organizational Ethics: Developing Ethical Organizations

HRNM6011 Introduction to Statistics

HRNM6503 Training Design, Delivery and Evaluation or HR66E – Job Analysis

HRNM6012 HRD Statistics II

HRNM6022 Staffing Organizations

HRNM6021 Performance Management

HRNM6009 Organizational Intervention and Evaluation

HRNM6017 HRD Practicum

HRNM6014 Compensation and Employee Assistance

HRNM6015 Industrial Relations and Negotiation

HRNM6016 Information Technology and HRD

HRNM6012 HRD Statistics II

COURSE DESCRIPTION

HRNM6605 (HR66E) Job Analysis (1 credit - Term III)

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.

HRNM6015 (HR67A) Industrial Relations & Negotiation (2 credits - Term V)

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

HRNM6016 (HR68A) Information Technology & HRD (2 credits - Term VI)

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.

HRNM6017 (HR60A) HRD Practicum (6 credits - Summer)

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.

HRNM6002 (HR61A) Applied Behavioural Science (2 credits - Term I)

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.

HRNM6004 (HR61B) Introduction to Group Dynamics (1 credit - Term I)

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.

HRNM6005 (HR61C) Theory & Practice of Small Group Behaviour (2 credits - Term III)

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.

HRNM6020 (HR62B) Organisational Ethics: Developing Ethical Organisations (1 credit - Term III)

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 HR professionals and the need for the organisation to think about what it does as it operates within the society.

HRNM6019 (HR62C) Strategic Human Resource Management (1 credit - Term I)

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.

HRNM6007 (HR63A) Introduction to Organisational Design and Development (1 credit -Term II)

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.

HRNM6008 (HR63B) Organisational Design and Intervention (1 credit - Term II)

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.

HRNM6009 (HR63C) Organisational Intervention & Evaluation (1 credit - Term VI)

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 focused 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.

HRNM6010 (HR64A) Research Methods (1 credit - Term II)

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.

HRNM6011 (HR64B) HRD Statistics I (1 credit - Term III)

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.

HRNM6012 (HR64C) HRD Statistics II (2 credits - Term IV)

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

HRNM6503 (HR65C) Training Design, Delivery & Evaluation (3 credits - Term III)

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.

HRMN6014 (HR66B) Compensation & Employee Assistance (1 credit - Term IV)

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.

HRMN6022 (HR66C) Staffing Organisations (1 credit – Term IV)

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.

HRMN6021 (HR66D) Performance Management (1 credit - Term V)

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.

MSc Sociology

Entry Requirements

The minimum requirement for admission to the MSc Sociology is a lower second class degree or better- GPA of 2.99 or above in Sociology or related field. Special pre-requisites needed for students with non UWI, non FSS and non programme specific degrees are:

Sociological Theory I (SOCI 2000)

Sociological Theory II (SOCI 2001)

Qualitative Research (SOCI 2006)

Statistics for Behavioural Sciences (SOCI 2008) (students specializing in Anthropology are not required to have this course)

Any other critical foundational course relevant to the student's area of specialization

In reviewing applications, the Department will take into consideration course equivalents from other universities are accepted; auditing of courses might be recommended; work experience and or strong recommendations and interviews can be considered for marginal or special cases.

Good communication/writing/referencing and research skills are also considered. Applicants without relevant Sociology undergraduate courses may be required to do the Diploma in Sociology with a minimum of B+ average. MPhil/PhD Sociology applicants' proposals should be prepared according to conventional academic standards.

Maximum Capacity

The programme can accommodate 20-25 (given available supervisory resources).

Programme Information

The MSc Sociology offers concentration in Sociology of Development, Social Policy and Social Anthropology. This is designed to produce graduates with the ability to analyse critically the structure of Caribbean societies, and to engage effectively with the problems of the society in a manner that gives due weight both to social, cultural and institutional analysis, as well as problem solving.

All students in the Master's programme pursue a set of core courses in sociological theory and research methods in addition to a structured sequence of courses in an area of specialization. The joint specialization in Social Policy and Development requires at least a semester longer than the time required for other specializations.

Current areas of specialization include:

- Sociology of Development
- Social Policy & Administration
- Social Policy and Development (joint specialization)
- Social Anthropology

REQUIRED COURSES

YEAR I (Full-Time)

SEMESTER I

SOCI6105 Sociological Theory I) (3 credits)

SOCI6067 Research Methods I (3 credits)

SOCI6081 Technical Writing (3 credits)

Special Field (3 credits)

Departmental Seminar (1 credit)

SEMESTER II

SOCI6015 Quantitative Analysis in the Social Sciences (3 credits)

Or

SOWK6103 Advanced Qualitative Research

SOCI6079 Seminar

Sociological Theory (3 credits)

Special Field (3 credits)

Departmental Seminar (1 credit)

Research paper in Special Field (6 credits)

YEAR 2

SEMESTER I/II

SOCI6118 Social Assessment

OR

SOCI6120 Integrated Methodology

OR

SOCI6082 Research Paper

SOCI6080 Seminar

Special Field*

YEAR 1 (Part-Time)

SEMESTER I

SOCI6105 Sociological Theory I

SOCI6067 Research Methods

SOCI6081 Technical Writing

SEMESTER II

SOCI6106 Sociological Theory II

SOCI6115 Quantitative Analysis in the Social Sciences

OR

SOWK6103 Advanced Qualitative Research
SOCI6079 Seminar

YEAR 2

SEMESTER I

SOCI 6118 Social Assessment

OR

SOCI6120 Integrated Methodology

OR

SOCI6082 Research Paper

SOCI6080 Seminar – (Special Field)*

SEMESTER II

SOCI6118 Social Assessment

OR

SOCI6120 Integrated Methodology

OR

SOCI6082 Research Paper

Special Field*

YEAR 3

SEMESTER I

Special Field*

Part-time students are allowed to register for not more than seven credits (two courses and a seminar) during each semester. The research paper or its alternatives (SOCI 6118 or SOCI 6120) must be completed by the end of Semester V. Students working for more than **eight (8) hours** per week are not allowed to register as full-time students.

** Specialization courses:*

RESEARCH PAPER

The Department of Sociology, Psychology and Social Work will offer graduate students three alternatives to complete their research requirement. These include:

- (i) Enrolment in SOCI 6118 Social Assessment
- (ii) Enrolment in SOCI 6120 Integrated Methodologies for Social Research
- (iii) Enrolment in the Research Paper (SOCI 6082)

Students should have completed the majority of their taught courses before embarking on this research exercise. SOCI6118 and SOCI6120 are offered in alternate years. A description of each of these courses is provided below.

COURSE DESCRIPTIONS

SOCI6105 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.

SOCI6106 Sociological Theory II

This course builds on the classical theories of Semester I. It is intended to bring the student to a deeper understanding of the 20th Century developments in sociology. Apart from being a continuation of the classical material, the objective is to raise some of the critical issues in contemporary sociology. Like the preceding course it is meta-theoretical. Yet, one main concern is the search for a Caribbean sociology. In the end it is expected that the student will raise and answer questions about the nature of sociological theory today

SOCI6118 Social Assessment

This is a year-long research course designed to provide a systematic approach to involving stakeholders in the assessment of needs, and in the design, implementation and evaluation of policies and programmes. The course is intended to provide participants with an understanding of the theoretical frameworks underlying social assessment methodologies, and to equip them with the practical skills required for design and implementation of a complete social assessment. It will provide an opportunity to link the concerns of development specialists and policy analysts, within the context of specific issues of social concern or potential risk. Exposure to these techniques is especially valuable for graduates considering public service careers whatever the sector, or careers in the social services. The course will be open to students from a range of disciplines, including those outside the social sciences.

SOCI6120 Integrated Methodologies for Social Research

This is a year-long research course in which students work in teams with supervisors to conduct a study using quantitative and qualitative methodologies. Students first review the logic of social research and existing research paradigms, and gain an understanding of the ways in which research methodologies can be integrated to produce an in-depth analysis of social issues. The research group will select a research topic: this may entail the exploration of the social, cultural and psychological foundations of an observed social pattern, the identification of a policy solution to an existing need, or an assessment of an existing policy or programme. Preliminary field investigations to guide the study will be undertaken and instruments developed. A literature search will be conducted to shape the study. Then students will go into the field and prepare different types of reports based on fieldwork activities: survey report, reports on the conduct of interviews or focus groups, or other related activities. Workshops will ensure that there is exchange and triangulation between each set of investigations. Each research team will be responsible for preparation of their integrated report, while the

entire research group will participate in preparing a report for the project. At the end of the year each student will be asked to conduct a personal assessment of his/her own experiences in the use of integrated methodologies.

MPhil Sociology

Entry Requirement

The normal requirement for admission to the MPhil Sociology is an MSc degree with a minimum B+ average in Sociology or related fields. Students without an MSc Sociology degree may be required to complete a list of courses determined by the Department. Candidates are admitted subject to adequate supervisory capacity.

Candidates are admitted subject to adequate supervisory capacity. Special prerequisites may be required for students with non-UWI, non-Faculty of Social Sciences and non-programme-specific degrees.

PhD Sociology

Entry Requirements

There are two paths to the PhD in Sociology:

1. MPhil students with satisfactory progress may seek an upgrade to the PhD by the end of their second year.
2. Candidates with an MSc degree with a minimum B+ average in Sociology or related fields *and* work experience in the field of the proposed doctoral research may apply directly for the PhD.

MPhil & PhD Sociology

Programme Information

The MPhil and PhD Degrees in Sociology are offered to highly qualified candidates who show capabilities for independent research. Both MPhil and PhD Programmes are offered in the fields of specialization indicated above. Although these degrees are examined by thesis, students are usually assigned departmental requirements for which there are written examinations. Admission to the MPhil/PhD programme also depends on the availability of Faculty members to provide supervision.

PhD Organizational Behaviour

Entry Requirements

The requirement for admission to the **MSW** is GPA of 2.85 or above in Social Work or related field. Course equivalents from other universities are accepted; auditing of specified courses from the undergraduate programme might be required; students may be asked to attend an interview. Good communication/writing/referencing and research skills are also important. Two years of post-undergraduate degree work experience in social work or a closely related field is usually required. Additional practicum hours are likely to be required if a student does not meet this criterion and is offered a place.

Maximum Capacity

The programme can accommodate 10 - 15 students however it is dependent on the availability of practicum and supervisory resources.

Programme Information

The programme is designed to develop scientists and practitioners who are adequately prepared for an academic or a professional career in organisational analysis and intervention, whether in consultancy or within industry or the public sector. This new doctoral programme will therefore seek to provide the theoretical foundation and the technical skills needed to understand the complex issues which arise from social interaction within organisations.

The PhD in Organizational Behaviour is offered on a cohort basis and so is not necessarily offered every year.

CORE REQUIREMENTS

HRNM7301 Complex Organisations

PSYC6008 Psychology of Work and Motivation

PSYC6010 Organisational Learning

HRNM7102 Psychological Assessment in Organisations

HRNM7703 Interactions and Organisation in the Caribbean

HRNM7303 Advanced Seminar in Organisational Design and Change

HRNM7101 Contemporary Issues in Organisational and Social Psychology

ELECTIVES

HRNM7302 Strategic Leadership and Change Management

HRNM7304 Organizational Decision-Making

HRNM7305 Organizational Theory Seminar

HRNM7501 Advanced Training

HRNM7601 Organizational Consulting

HRNM7602 Career Counselling

HRNM7701 Selected Topics in Human Resource Development

HRNM7702 Ergonomics, Health and Safety

HRNM7801 Computer Applications for Human Resource Managers

HRNM7802 Strategic Management in Organizations

SOCI6001 Multivariate Analysis

COURSE DESCRIPTION

HRNM7101 Contemporary Issues in Organisational and Social Psychology (3 Credit)

In addressing the social psychology of organisations this course looks at contemporary issues both in social psychology and in the social psychological processes in organisations. It also provides multidisciplinary coverage of the organisational contexts in which social psychologists may work in a variety of professional domains. Familiarity with social psychological methods is assumed but their application within organisational processes and contexts will be examined in detail within the course. The course aims to give a social psychological perspective on the elements of continuity and change in contemporary organisational life allowing students to develop a critical and reflective understanding of these key processes. The course will be informed throughout by a dual mandate: a rigorous approach to theory yet one firmly placed within the context of emerging organisational issues and relevant, current topics of debate.

HRNM7102 Psychological Assessment in Organizations (3 Credits)

This is a course in theory and practice. The course covers the necessary skills that students will need to select, administer, interpret and report on the psychological assessment of individuals within organisations. Students will learn how to administer tests of interest such as the Strong-Campbell Vocational Interest Inventory, Tests of Aptitude such as the Differential Aptitude Test, Tests of Personality such as the 16-PF; Behavioural Sampling Techniques such as In-Basket Exercises and integrate the findings of these into a comprehensive report. As part of this course students will be expected to conduct four assessments.

HRNM7201 Legal, Ethical and Professional Behaviour (1 Credit)

This course will entail a review of the guidelines for the use and application for psychological tests internationally. Material will be derived from the Codes of Ethics for programme evaluators – American Evaluation Association, American Educational Research Association and the Canadian Psychological Association among other sources. Group discussion of ethical dilemmas will be a feature of the course. Additionally, students will have a module on the implications for human resource practitioners of the law of tort, contracts, employment, Intellectual property, partnerships and companies.

HRNM7301 Complex Organizations (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:

- Dimensions describing the organisational structure, including the degrees of formalisation, specialisation, standardisation, complexity, and centralisation; the shape of the hierarchy of authority and the degree of professionalism among other parameters;
- dimensions describing the organisational context, including the size of the organisation, the question of global scale, the technology, environment, goals and strategies and its internal culture;
- how these contextual and structural dimensions are interrelated, and the mechanisms underlying major organisational processes including innovation and change, information processing and control, decision making, the dynamics of internal politics and intergroup conflict and relationships among organizations and populations of organisations.

HRNM7302 Strategic Leadership and Change Management (2 Credits)

This seminar will cover theories of leadership as well as group dynamics within a multi-cultural context. It also incorporates a strong practical and experiential component based on the recognition that leadership qualities and skills are linked to self-awareness, the ability to manage oneself in different situations, and a high level of interpersonal skills. In this context, participants will have the opportunity to assess and explore their leadership experiences and styles of communication, with the aim to define areas of strength as well as areas that need further development. The course provides students with the ability to reflect upon and improve their capacity to act effectively as innovators and change agents. It introduces students to the nature of power and politics in organizations, how this dimension of organizational life impacts upon individual careers and organizational 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 organizational politics and change management, and provides checklists, case studies, guidelines and exercises for improving the students' practical knowledge and experience.

HRNM7303 Advanced Seminar in Organizational Design and Change (2 Credits)

Organizational theorist Alfred Chandler is famous for his 1962 insight that strategy drives structure. In other words managers of organizations chart their strategy and then seek a structure that helps them to pursue that strategy. In this course we will adopt Chandler's perspective as we explore the issue of organisational structure and design. We will begin by building our theoretical foundation as we explore theories and concepts in organizational design. We continue our journey by reviewing traditional organizational designs such as Weber's bureaucracy and highlight both their strengths and weaknesses. Recognizing that structure is only a part of organizational design we will examine those factors that impact and are impacted by structure. These include leadership, rewards and decision making. We will then review contemporary organisational designs and critique their strengths and weaknesses. Recognizing that organizational designs contain certain assumptions and values we will explore the fit between both traditional and contemporary designs and Caribbean organizations. We conclude our journey by examining issues that suggest the need for organizational redesign and we explore the challenges that confront managers who attempt to change the design of organizations.

HRNM7304 Organizational Decision-Making (2 Credits)

This seminar considers topics from organizational science and strategic management that are related to organizational decision making. Topics include organizational power and politics, managerial cognition, strategy formulation, organizational learning, and organizational information processing.

The course is concerned with how decisions and strategies are developed in organizations, rather than how they should be. The intent is to develop a better understanding of organizational 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 organizational decision processes, and thereby help us predict the outcomes of these processes. The content of the course is based on the readings and in-class analysis of journal articles and book chapters.

HRNM7305 Organizational Theory (2 Credits)

This foundation seminar aims to enhance participants' understanding of the impact of organizational structures and Managerial strategies and practices on people's behavior. Students will study the overall relationship of management and organization structure and their impact on the performance of individuals and groups within the organization.

**MONA SCHOOL OF
BUSINESS
&
MANAGEMENT**

Programmes

The Mona School of Business and Management offers the following graduate degrees:

- Diploma in Business Administration (*part-time only*)
- Diploma in Sports Business Management (part-time)
- Doctorate in Business Administration (DBA)
- Executive Master in Business Administration (EMBA) with electives in Banking & Finance, General Management, Marketing, Human Resource Management, International Business and Management Information Systems. (*part-time only*)
- Master in Business Administration (MBA) with concentrations in Banking and Finance, General Management, Marketing, Human Resource Management, International Business and Management Information Systems. (*full-time or part-time*)
- Master in Business Management (MBM) with tracks in Entrepreneurship and Internship (*full-time only*)
- Master of Science in Enterprise Risk Management (*part-time only*)(*offered jointly with the Department of Mathematics*)
- MSc Accounting (*full time or part time*)
- MSc Computer-Based Management Information Systems (*Part-time only; offered jointly with the Department of Computer Sciences*)
- MSc National Security & Strategic Studies (*full time or part time*)
- MSc Sports Business Management
- MSc Taxation (*full time or part time*)
- MSc in Telecommunication Policy & Technology Management (*part-time only*)
- MSc Tourism and Hospitality Management (*full time or part time*)

Diploma in Business Administration

Entry Requirement

Diploma 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. In addition, applicants should have practical experience or other qualifications deemed by MSB to have special relevance to the programme.

Programme Information

The Diploma in Business Administration seeks 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. It seeks also to develop foundation level competencies in specific core subjects necessary to ensure a high level of performance in the MBA programmes. Additionally it provides an opportunity to assess applicants whose business and life experiences attest to their maturity and intellectual capacity to complete higher levels of study.

NB. This programme does not guarantee automatic admission to the MSBM's Master programmes.

Duration of Study: One year part-time

COURSES

SBBA6000 Essentials of Critical Analysis & Communication

SBBA6100 Learning Strategies

SBBA6400 Essentials of Marketing Management

SBBA6500 Essentials of Business Plan Creation

SBBA6800 Essentials of Financial & Managerial Accounting

SBBA6200 Essentials of Business Computing

SBBA6300 Essentials of Quantitative Methods

SBBA6600 Essentials of Managerial Theory

SBBA6700 Essentials of Managerial Economics

SBBA6900 Integrative Research Project

COURSE DESCRIPTIONS

SBBA6000 Essentials of Critical Analysis and Communication (2 credits)

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 and meaningful ways for reporting in academic and work applications.

SBBA6100 Learning Strategies (0 credits)

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 (3 credits)

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 spread-sheets.

SBBA6300 Essentials of Quantitative Methods (3 credits)

This course introduces the foundation concepts and commonly used quantitative and statistical techniques in management and 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 (3 credits)

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 (2credits)

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 (3 credits)

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 (3 credits)

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 (3 credits)

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 (3 credits)

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.

Diploma in Sports Business Management

Entry Requirement

Admission to the diploma programme will be given to person who **either** possess 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** also are successful at an interview to be conducted by a panel approved by the Office of Graduate Studies and Research.

Programme Information

The Diploma in Sports Business Management addresses 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, students 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.

CORE REQUIREMENTS

SBSP6030 Sport Marketing (3 credits) *

SBSP6040 Sports and Events Management (3 credits) *

SBSP6060 Law and Sports (3 credits)

SBSP6080 Communication in Sports (3 credits)

SBSP6070 Sports Facilities Management (3 credits)

SPSP6050 Human Resource Management in Sports (3 credits)

SBSP6090 Sports Tourism (3 credits)

CONTINUING FROM DIPLOMA TO MSc.

Successful completion of the Diploma programme **does not** guarantee admission to the MSc.

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:

- Pass all Diploma courses, having had no more than one re-sit.
- Obtain a minimum of 5 B+s
- 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. There are no specific programme regulations which differ from the general regulations covering graduate programmes.

COURSE DESCRIPTIONS

SPSP6050 Human Resource Management in Sports

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 behavior 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.

SBSP6070 Sports Facilities Management

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

SBSP6090 Sports Tourism

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

SBSP6080 Communication in Sports

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.

SBSP6060 Law and Sports

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).

Doctorate in Business Administration (DBA)

Entry Requirement

Students seeking admission to the DBA programme must possess a strong Masters Degree with a B+ average within a management related discipline (MA, MSc, MBA, EMBA). They must also possess a proven record of accomplishment at the managerial level, including access to strategic and operational data at a firm or have been lecturing at the tertiary level in management related discipline for no less than five (5) years.

Programme Information

This programme aims to develop a cadre of highly trained Caribbean business leaders who can undertake rigorous management research to enhance the competitive capacity of firms within the region. The DBA is academically equivalent to the Doctor of Philosophy (PhD) and prepares candidates to provide significant research based, original contributions to management practice. The programme will facilitate the further development of the region and encourage critical research in all areas of management.

The DBA is offered jointly by the following three business schools of The University of the West Indies:

- Mona School of Business (UWI, Jamaica)
- Cave Hill School Of Business (UWI, Barbados)
- Arthur Lok Jack Graduate School Of Business (UWI, Trinidad and Tobago)

The programme consists of:

1. a menu of business studies and methodological courses and a major seminar organized and delivered by the students
2. a comprehensive examination
3. the dissertation which culminates with a public defence.

CORE COURSES

Finance

Multivariate Analysis

Strategy Dynamics

Global Competitiveness

International Marketing

Global Management Trends

Internationalization of Small & Medium Enterprises

Business Development, Entrepreneurship & Innovation

Strategic Use of Information and Communication Technology

Quantitative & Qualitative Research Methodologies or Managerial Decision Making

ELECTIVES & STUDENT-MOUNTED SEMINAR

1. Directed Readings

In addition to core courses, there is a Directed Reading course, which allows each student to concentrate on a specific topic of interest that was not covered in the core courses, but may be important for the development of his or her thesis. Directed Readings are supervised by a faculty member who is knowledgeable in that subject area. The supervisor works with the student to come up with the objectives, nature, scope and assessment method, which must be formally approved by and filed with the Academic Director of the DBA programme.

2. Academic Seminar

Each cohort is required to organize and mount a seminar in which they present scholarly papers preferably along the lines of their thesis topics to local and international scholars.

ASSESSMENT

Candidates are required to complete the following for the award of the doctorate:

- Core courses 33 credits
- Directed Readings & Seminar 6 credits
- Comprehensive examinations written & oral sections
- Proposal Defence
- Dissertation 40,000 to 50,000 words

For quality control purposes, candidates will sit and pass a comprehensive examination in the final term of the taught programme in order to proceed to the research stage of the programme.

Upon completion of the comprehensive examinations, candidates establish a dissertation committee whose members guide them in the development of the research proposal. The dissertation proposal is then submitted for approval and defended. Upon successful defence, the doctoral candidate proceeds to the final stages of the dissertation and completes the 40,000 – 50,000 words dissertation. To successfully complete the programme, candidates must complete a public defence of the dissertation.

Executive Masters in Business Administration

Entry Requirement

Executive MBA applicants must have degrees from an approved University or hold an equivalent qualification acceptable to the Board for Graduate Studies, The University of the West Indies, Mona as well as have at least five (5) years work experience in a senior management position and must be willing to commit themselves to a rigorous 29 month programme.

In exceptional circumstances, applications from other senior executives with outstanding managerial experience may be given consideration.

Programme Information

The EMBA Programme provides senior management personnel with the human, technical, administrative and organizational skills necessary for top class performance. The curriculum is structured to provide incremental exposure to foundation and advanced courses in addition to electives. The outstanding feature of the EMBA design is the modular thematic format which groups traditional course offerings around integrative themes to support critical elements of an organization's core activities.

THE FOUNDATION MODULE

Learning Strategies
Computer Based Applications
Graduate Mathematics for Management Education

EMBA THEMATIC MODULES

Evaluating Corporate Performance
Financial & Managerial Accounting
Financial Management
Quantitative Techniques for Managerial Decision Making
Economics for Business (Micro)
Management Decision Making with Statistics

MAXIMIZING CUSTOMER VALUE

Marketing Management
Operations Management
Behavioural Science for Managers I
Management Information Systems
Module Project

TRANSFORMATIONAL LEADERSHIP

Advanced Critical Thinking for Managers
Communication for Managers
Behavioural Science for Managers 2

Business, Government & Society
Transformational Leadership
Personal Development Electives

GLOBAL COMPETITIVENESS

Business Policy & Strategic Management
Macro-Economic Implications for Business
Business in a Global Environment
New Ventures & Entrepreneurship
Personal Development Electives

COURSE DESCRIPTIONS

Learning Strategies (non-credit)

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 (non-credit)

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 Mathematics for Management Education (non-credit)

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 EMBA students and re-orientes them to various mathematical concepts related to the disciplines they will cover in the EMBA programme.

EVALUATING CORPORATE PERFORMANCE

SBCO6110 Financial and Managerial Accounting (3 credits)

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 (3 credits)

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 (2 credits)

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

SBCO6330 Economics for Business (Micro) (2 credits)

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 of consumer behaviour, demand theory, production, cost and markets.

SBCO6420 Management Decision Making with Statistics (2 credits)

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 to the solutions to problems they are likely to encounter.

SBCO6800 Module Project (2 credits)

The primary aim of this course is to help students develop the compatibility 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.

MAXIMIZING CUSTOMER VALUE**SBCO6150 Marketing Management (3 credits)**

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 (3 credits)

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 (1 credit)

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 the global workplace. Variations in types of organizations and classifications will be examined with a view to unearthing the implications that are present for managers of these organizations.

SBCO6370 Management Information Systems (2 credits)

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.

TRANSFORMATIONAL LEADERSHIP

SBCO6010 Advanced Critical Thinking for Managers (non-credit)

This course is intended to increase the readiness of students to meet the requirements of the Executive MBA courses by providing exposure to critical 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 (3 credits)

This course will provide students with a clear understanding of the underlying concepts and the 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.

SBCO6220 Business, Government & Society (3 credits)

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

SBCO6310 Transformational Leadership (3 credits)

This course is designed to influence the views and behaviours of participants in relation to leadership for 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 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 (2 credits)

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.

GLOBAL COMPETITIVENESS

SBCO6190 New Ventures and Entrepreneurship (3 credits)

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 (3 credits)

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 (3 credits)

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 (2 credits)

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.

Master in Business Administration

Entry Requirement

MBA applicants must possess first degrees at honours level or equivalent qualifications acceptable to the Board for Graduate Studies, The University of the West Indies, Mona. Additionally, applicants are required to have three (3) years work experience and must be able to commit themselves to a rigorous 16-month programme for the MBA full-time or up to 29 months for the MBA part-time.

Programme Information

The MBA programme is highly acclaimed for its content and quality, particularly for the provision of specialized concentrations. The MBA curriculum is structured to provide incremental exposure to core courses and concentrations. The concentrations constitute a special feature of the MSB-MBA, offering the opportunity for extensive exposure to four areas within the selected discipline.

Concentrations are designed to prepare graduates for high-level positions in the functional areas such as Marketing, Human Resource Management, International Business or Finance, Management Information System, Banking and Finance. Students may also opt for a General Management Concentration, which provides exposure in two or three of these functional areas.

THE FOUNDATION MODULE

SBCO6000 Foundation Skills for Graduate Management Education

SBCO6030 Graduate Mathematics for Management Education

Learning Strategies

Computer Business Applications

CORE REQUIREMENTS

SBCO6340 Business in a Global Environment

SBCO6520 Quantitative Methods & Statistical Techniques

SBCO6110 Financial & Managerial Accounting

SBCO6130 Economics for Managers

SBCO6140 Financial Management

SBCO6070 Marketing for Managers

SBCO6060 Behavioural Science for Managers

SBCO6240 Operations and Project Management

SBCO6090 Legal & Regulatory Framework for Business

SBCO6040 Business Research

SBCO6310 Transformational Leadership

SBCO6190 New Ventures & Entrepreneurship

COURSE DESCRIPTIONS

SBCO6000 Foundation Skills for Graduate Management Education

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

SBCO6030 Graduate Mathematics for 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-orientates them to various mathematical concepts related to the disciplines they will cover in the MBM programme.

Learning Strategies (non-credit)

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.

SBCO6040 Business Research (2 credits)

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 intended to prepare managers to engage and converse with specialist researchers, to articulate business requirements of commissioned research as well as to interpret, evaluate and apply research output to the solution of business problems.

SBCO6060 Behavioural Science for Managers (2 credits)

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.

SBCO6070 Marketing for Managers (2 credits)

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 (2 credits)

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 (3 credits)

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 (3 credits)

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.

SBCO6130 Economics for Managers (3 credits)

This course introduces students to the 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.

SBCO6190 New Ventures and Entrepreneurship (3 credits)

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 (3 credits)

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.

SBCO6240 Operations and Project Management (3 credits)

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.

SBCO6340 Business in a Global Environment (3 credits)

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.

SBCO6310 Transformational Leadership (3 credits)

This course is designed to influence the views and behaviours of participants in relation to leadership for 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 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.

SBCO6370 Management Information Systems (2 credit)

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 (3 credits)

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.

CONCENTRATION COURSES

Although students are required to indicate a preferred concentration at the time of application, final approval will be determined by student demand, students' performance in the foundation courses and in pre-requisites for specific electives within concentrations. Students should therefore try to achieve a grade B+ or above in those courses which have a bearing on performance in the advanced electives

Concentration Courses

BANKING AND FINANCE

- SBFI6010** Investment Analysis & Portfolio Management
- SBFI6030** International Monetary Economics & Finance
- SBFI6040** Management of Financial Institutions
- SBFI6020** Advanced Corporate Finance
- SBCO6110** Financial & Managerial Accounting
- SBCO6140** Financial Management
- SBCO6130** Economics for Managers
- SBCO6030** Mathematics for Graduate Management Education
- SBCO6520** Quantitative Methods and Statistical Techniques

INTERNATIONAL BUSINESS

- SBIB6010** International Human Resource Management
- SBIB6020** International Business Management
- SBIB6030** International Monetary Economics & Finance
- SBIB6040** International Marketing & Export Strategy
- SBCO6060** Behavioural Science for Managers
- SBCO6340** Business in a Global Environment
- SBCO6030** Mathematics for Graduate Management Education
- SBCO6110** Financial & Managerial Accounting
- SBCO6140** Financial Management
- SBCO6130** Economics for Managers
- SBCO6040** Business Research

MARKETING

- SBMA6010** Market Research
- SBMA6020** Consumer Behaviour
- SBMA6030** Marketing Strategy and Product Policy
- SBMA6040** International Marketing & Export Strategy
- SBCO6060** Behavioural Science for Managers
- SBCO6070** Marketing for Managers
- SBCO6040** Business Research

MANAGEMENT INFORMATION SYSTEMS

SBMI6020 Electronic Commerce

COMP6024 IT Project Management

SBMI6030 Advanced Database Management Systems

COMP5120 Systems Design & Software Engineering

SBCO6370 Management Information Systems

HUMAN RESOURCE MANAGEMENT

SBHR6010 Human Resource Management

SBHR6020 Industrial Relations & Negotiation Strategies

SBHR6030 Organizational Development & Change

SBHR6040 Counselling for Human Resource Practitioners

SBCO6060 Behavioural Science for Managers

SBCO6310 Transformational Leadership

GENERAL MANAGEMENT

For this concentration, students should select FOUR (4) ELECTIVES from any combination of concentrations.

PERSONAL DEVELOPMENT ELECTIVES

Public Speaking

Ethics in Business

Social and Business Etiquette

Career Development

Each student will be required to complete two Personal Development Electives to earn the 2 credits which are essential for programme completion, except where the school assigns two credits to an individual PDE because of its depth or scope.

COURSE DESCRIPTIONS

BANKING AND FINANCE

SBFI6010 Investment Analysis and Portfolio Management (3 credits)

This course in investment analysis covers topics related to the efficiency of capital markets and the pricing (valuation) and use of various financial securities. The financial instruments reviewed are stocks, bonds, call and put options, commodity futures contracts and swaps. Instruments are also considered.

SBFI6020 Advanced Corporate Finance (3 credits)

Corporate Finance covers any decision that may have financial implications for the firm and these can be categorized as follows: - investments that should be made, the firm's role in paying for investments and the expected returns and distribution of such returns. Built around the valuation imperative, this advanced course addresses issues in large corporations, private firms and in specialized situations of acquisitions and corporate distress.

SBFI6030 International Monetary Economics (3 credits)

This course is designed to give students an introduction to international finance and institutions. It deals with how optimal corporate decisions are made given the international environment. This is achieved through a thorough study of various exchange rate determination theories, international corporate finance and international portfolio diversification models.

SBFI6040 Management of Financial Institutions (3 credits)

This course applies financial management techniques to the management of financial institutions, covering issues such as ownership and control, analysis of financial performance, risk and rewards and budgeting. The major risks facing these institutions are discussed and processes that are used to control risks are identified and explored.

MARKETING MANAGEMENT**SBMA6010 Marketing Research (3 credits)**

This course provides an understanding of the links between the needs of marketing and the capabilities of research. Its aim is to increase the knowledge of students about the application of research, to reduce uncertainty in decision making, and to develop a knowledge and understanding of the important role of information in marketing practices.

SBMA6020 Consumer Behaviour (3 credits)

This course examines the basic concepts concerning research and findings about consumer behaviour to promote an understanding of how these ideas can be used in marketing decision making. The course also covers research design and methodologies used in marketing and influencing consumer behaviours.

SBMA6030 Marketing Strategy & Product Policy (3 credits)

This course offers students an opportunity to broaden their understanding of strategic marketing management. It explores issues such as price and cost dynamics and brand management strategies for products and services.

SBMA6040 International Marketing and Export Strategy (3 credits)

The main focus of this course is on management of the marketing function of multinational enterprises or corporations. The fact that MNCs operate in different nations means that they must operate within the context of varied national requirements and cultural expectations. This course applies theories and models

to actual situations through case analysis and examines management practices from an international marketing perspective.

INTERNATIONAL BUSINESS

SBIB6010 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 organizations. The course will also expose students to topical issues which highlight the emerging connectivity between International Trade and Labour and Employment Relations.

SBIB6020 International Business Management (3 credits)

This course is designed to familiarize participants with the globally applicable theories and practices of international business management. It identifies the problems facing executives of firms and public policy makers in particular those operating in developing countries, including the Caribbean region. Strategies and solutions are explored.

SBIF6030 International Monetary Economics and Finance (3 credits)

This course is designed to give students an introduction to international finance and institutions. It deals with how optimal corporate decisions are made given the international environment. This is achieved through a thorough study of various exchange rate determination theories, international corporate finance and international portfolio diversification models.

SBMA6040 International Marketing and Export Strategy (3 credits)

The main focus of this course is on management of the marketing function of multinational enterprises or corporations. The fact that MNCs operate in different nations means that they must operate within the context of varied national requirements and cultural expectations. This course applies theories and models to actual situations through case analysis and examines management practices from an international marketing perspective.

HUMAN RESOURCE MANAGEMENT

SBHR6010 Human Resource Management (3 credits)

This course surveys the philosophies, practices, techniques and applications involved in human resource management and establishes the place of this discipline in the field of management. It enables participants to understand the role of Human Resource Management in the achievement of organizational effectiveness and competitive advantage.

SBHR6020 Industrial Relations and Negotiation Strategies (3 credits)

The focus of this course is to introduce participants to the scope and models of industrial relations, highlighting key Industrial Relations concepts. Collective

bargaining and the role of trade unions are discussed, with particular attention being paid to conflict management, dispute resolution and negotiation skills.

SBHR6030 Organizational Development and Change (3 credits)

This course will provide students with the knowledge and skill to become sensitive and responsive to the challenge of organizational change. The course provides participants with practical tools and techniques in business diagnosis, business problem solving and change management.

SBHR6040 Counselling for Human Resource Practitioners (3 credits)

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

MANAGEMENT INFORMATION SYSTEMS

SBMI6020 Electronic Commerce (3 credits)

In this course, students will explore what e-commerce is and how companies can make and have made use of the possibilities offered by the internet. Secondly, it will discuss some of the techniques that have proven useful in data warehousing and data mining. Finally, it will explore the extent to which this technology can be used in the developing world in general and Jamaica in particular.

MGMI6024 IT Project Management (3 credits)

This course is designed to provide participants with a comprehensive understanding of the issues involved in managing technologies to improve the performance of firms in the important sectors of the Jamaican economy. The material presented in this course allows participants to develop a deeper understanding of the competitive challenges and how technology can be used by local firms to respond effectively to these challenges.

SBMI6030 Advanced Database Management Systems (3 credits)

This course is designed to introduce participants to data modelling and the theory of databases. Database management systems, and in particular the problem of how to model one's data to make optimum use of database management systems, are the focus of this course.

COMP5120 System Design and Software Engineering (3 credits)

This course provides an introduction to software engineering concepts integrating the areas of system analysis, system design, computer technology and organizational behaviour. The aim is to provide students with structured ways of managing the activities involved in designing large scale applications and decision support systems. Students will also be taught the principles of system design.

Master in Business Management

Entry Requirement

MBM applicants must possess first degrees at honours level or equivalent qualifications acceptable to the Board for Graduate Studies, The University of the West Indies, Mona.

Programme Information

The MBM programme incorporates the foundation and core elements of the existing MSB MBA programme with an option for either an entrepreneurship or an internship track. The programme is designed to deliver value to the candidate through an **experiential learning approach** anchored in a sound academic base. The Master's in Business Management (MBM) will target these students who do not have the required three years working experience to be accepted in the MBA programme. The programme will be offered on a full-time basis and will cater to two groups of students. The first group will be made up of those students who want to pursue a Master's degree but have little work experience and want to gain some directed experience by doing an internship. The second group will be made up of those students who are interested in entrepreneurship.

Duration of study: The programme is offered on a full-time basis over a period of 18 months.

Participants are required to attain 51 credits for completion, which is to be accomplished through the successful completion of three components.

THE FOUNDATION MODULE

MSB MANAGEMENT CORE COURSES

- SBCO6040** Business Research
- SBCO6060** Behavioural Science for Managers
- SBCO6070** Marketing for Managers
- SBCO6090** Legal and Regulatory Framework for Business
- SBCO6110** Financial & Managerial Accounting
- SBCO6130** Economics for Managers
- SBCO6140** Financial Management
- SBCO6520** Qualitative & Statistical Techniques
- SBCO6190** New Venture Creation and Entrepreneurship
- SBCO6200** Business Policy & Strategy
- SBCO6240** Operations and Project Management
- SBCO6310** Transformational Leadership
- SBCO6340** Business in a Global Environment
- SBCO6370** Management Information

ENTREPRENEURSHIP/ INTERNSHIP TRACK

SBBM6010 Experiences in Entrepreneurship (4 credits)

SBBM6020 Current Issues in Caribbean Entrepreneurship (4 credits)

SBBM6030 Entrepreneurial Resources (4 credits)

SBBM6040 Internship (duration of 6 months)

The internship track is sponsored by the Government, Private Sector, Non-Governmental & Not-for-profit Organizations, & Academia.

Following the internship, students will prepare a report describing his/her internship activities and will make a presentation before a committee including the Faculty Advisor and a representative of the sponsoring organization.

PERSONAL DEVELOPMENT ELECTIVES

Public Speaking

Ethics in Business

Social and Business Etiquette

Career Development

Each student will be required to complete two Personal Development Electives to earn the 2 credits which are essential for programme completion, except where the school assigns two credits to an individual PDE because of its depth or scope.

COURSE DESCRIPTION

SBCO6000 Foundation Skills for Graduate Management Education

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

SBCO6030 Graduate Mathematics for 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.

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.

SBCO6040 Business Research (2 credits)

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 intended to prepare managers to engage and converse with specialist researchers, to articulate business requirements of commissioned research as well as to interpret, evaluate and apply research output to the solution of business problems.

SBCO6060 Behavioural Science for Managers (2 credits)

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.

SBCO6070 Marketing for Managers (2 credits)

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 (2 credits)

The Personal Development Electives (PDE's) 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.

SBCO6090 Legal and Regulatory Framework for Business (2 credits)

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 (3 credits)

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 (3 credits)

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.

SBCO6130 Economics for Managers (3 credits)

This course introduces students to the 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.

SBCO6190 New Ventures and Entrepreneurship (3 credits)

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 (3 credits)

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.

SBCO6240 Operations and Project Management (3 credits)

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.

SBCO6340 Business in a Global Environment (3 credits)

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.

SBCO6310 Transformational Leadership (3 credits)

This course is designed to influence the views and behaviours of participants in relation to leadership for 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 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.

SBCO6370 Management Information Systems (2 credit)

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 (3 credits)

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.

MSc Accounting

Entry Requirement

The requirement for admission to the MSc Accounting is at least a Lower Second Class Honours undergraduate degree (GPA, 2:00-2:99 or above) in Accounting or related field. Special pre-requisites needed for students with non UWI, non FSS and non programme specific degrees are:

Introduction to Financial Accounting (ACCT 1002)

Introduction to Cost and Management Accounting (ACCT 1003)

Introduction to Microeconomics (ECON 1001),

Introductory Statistics or Calculus 1 for Business & Social Science (EC 16A)/(EC 18A)

Mathematics for the Social Sciences (EC 14C)

Financial Accounting I (ACCT 1005)

Financial Accounting II (ACCT 3041)

Management Accounting I (MS25E)

Management Accounting II (MGMT 3039)

Business Law (MGMT 2021)

Company Law (MGMT 3046)

Auditing I (ACCT 3043)

Taxation 1(MGMT 3051)

Financial Management I(MGMT 2023)

Computer Applications (MGMT 2005)

Principles of Marketing(MGMT 2003)

Organizational Behaviour (MGMT 2008)

Full time students in the programme in addition to pursuing full time studies will be required to participate in the Internship programme and will be assigned to work in an Accounting firm for a maximum of four weeks

Maximum Capacity

The MSc in Accounting can accommodate 100 students maximum, 50 Part-time and 50 Full time

Programme Information

This programme reflects international developments in accounting education in recent years, which have demonstrated a marked shift toward producing accounting thinkers, researchers and practitioners who can meet the demands of an increasingly complex and internationally competitive business environment. The programme continues to be one of the sources for the provision of Chartered accountants in Jamaica. This degree is accepted as the final professional examination for admission to the Institute of Chartered Accountants of Jamaica.

The MSc Accounting programme is offered on a part-time and a full time basis. The programme consists of 12 required courses. The full time programme is 18 months (3 semesters - 4 courses per semester excluding summer). 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.) The course descriptions are as follows.

Programme Structure

CORE COURSES

Year 1 Semester 1

ACCT6101	Accounting and Related Theory
ACCT6103	Advanced Financial Reporting
MGMT6118	Legal Environment of Business
ACCT6106	Advanced Taxation

Year 1 Semester 2

ACCT 6105	Advanced Management Accounting
ACCT6102	Advanced Financial Accounting
MGMT 6116	Corporate Finance
MGMT 6117	Financial Markets and Investment

Year 2 Semester 1

ACCT6104	Advanced Auditing
MGMT 6115	Corporate Environment and Strategy
MGMT 6110	Management Information Systems
MGMT 6010	Research Project

COURSE DESCRIPTIONS

ACCT 6101 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.

ACCT 6102 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.

ACCT 6103 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.

ACCT 6104 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 June examinations.

MGMT 6115 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.

MGMT 6116 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.

MGMT 6117 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.

MGMT 6118 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.

ACCT 6105 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.

MGMT 6100 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.

ACCT 6106 Advanced Taxation

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

MGMT 6010 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.

MSc Computer Based Management Information Systems

Entry Requirement

The requirement for admission to MSc Computer-Based Management Information Systems is a upper second class degree or better- GPA of 3.0 or above in Computer Science, Management Studies or related field. Applicants with First class or Upper Second Class degrees are offered direct entry and Lower Second degree holders with GPA OF 2.99 and above are considered in the second tier of acceptances. Applicants who will be interviewed before any offer is made include UWI graduates with GPA between 2.4 – 2.7 and graduates from other Universities with GPA between 2.7 – 2.99. Two years working experience is required for all applicants except for those applicants with First Class degrees.

Maximum Capacity

The MSc in Computer- Based Management Information Systems can accommodate 45students maximum.

Programme Information

This programme is offered jointly with the Department of Computer Science and was developed in response to the rapidly growing demand for a new type of graduate student with an in-depth knowledge in management information systems and computer science. This demand arose from an increase in the use of computer-based systems both in the financial and retail sectors, as well as Government sectors. This program seeks 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 on the critically important information service sector. The program partners management with computer science and the University of the West Indies with a select group of local firms who are interested in becoming globally competitive in information services.

CORE COURSES

YEAR I

Management Courses

MISY6110 Information Systems in Organizations

MGMT6017 Organizational Theory and Behaviour

MGMT6018 Marketing

MGMT6019 Finance

MGMT6020 Decision Models for Managers

Computer Science Courses

COMP5110 Software Engineering

MISY6113 Decision Support Systems

MISY6114 E-Commerce

YEAR II

Management Courses

Select one Elective from:

MGMT6023 International Business

OR

MGMT6021 Production and Operations Management

MISY6116 Governance and Policies

MISY6117 IT Project Management

Computer Science Courses

MISY6115 IT Economics

COMP5740 Data Warehousing and Mining

MGMT6031 Final Project

COURSE DESCRIPTIONS

MS60Q (MISY6110) 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 (MGMT6017) 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 (MGMT6018) 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 (MGMT6019) 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 (MGMT6020) 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 (MGMT6023) 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 (MGMT6021) 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 (MISY6116) 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 (MISY6117) 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.

CS52Q (COMP5110) 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 (MISY6113) 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 (MISY6114) 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 (MISY6115) 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 (COMP5740) 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 organisation.

MS63R (MGMT6031) 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.

MSc Enterprise and Risk Management

Entry Requirement

The requirement for admission to MSc Enterprise and Risk management is a 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 those with 3 years relevant work experience.

Programme Information

This programme is designed to address the demand in the financial services and other industries for modern risk management skills. 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 with skills in risk techniques and practices who also understand the business contexts and thus are able to address complex risk issues. The programme will attract professionals seeking breadth in risk management. They will typically have backgrounds in a wide cross-section of industries such as the financial services (especially banking, insurance), consultancy, and the non-financial sector as well as from the public sector. This is an important added value, which prepares the student for team work with members of diverse backgrounds.

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.
- Familiarise students with computational techniques and risk management software.

The MSc Enterprise and Risk Management will be delivered as a part-time programme to facilitate working professionals.

FOUNDATION COURSES

Computer Business Applications

MATH6702 Statistical Methods

MATH6701 Mathematics to ERM

CORE COURSES

MTRM6010 Risk Categories and Identification
MTRM6020 Time Series Analysis
MTRM6030 Stochastic Calculus
MTRM6040 Quantitative Analysis of Financial Data
MTRM6050 Risk Management & Optimization
MTRM6060 Credit Risk Management & Modeling
MTRM6070 ERM Concept, Framework & Process
SBRM6010 Risk Management in the Business Enterprise
SBRM6020 Corporate Finance
SBRM6030 Financial Markets
SBRM6040 The Economics of Enterprise Risk Management
SBRM6050 ERM Governance
SBRM6060 Ethical, Legal & Regulatory Framework for ERM
SBRM6070 ERM in the Global Business Environment
SBRM6080 Leading Issues in ERM: Project Based Approach

THE FOUNDATION MODULES

The Foundation Module of the MSc-ERM will commence in the summer semester in July 2012. Over an intensive eight (8) week period, the student will acquire skills in *Computer Business Applications, Statistical Methods, and Mathematics for ERM*. These skills will facilitate the candidate's transition in the Master's programme. Each foundational course has zero credit weighting and does not contribute towards the degree. After completing the foundation courses, students will begin the Enterprise Risk Management programme and take their courses over an 18 month period with attendance three days per week.

COURSE DESCRIPTIONS

MTRM6702 Statistical Methods

This course will introduce and examine ways of presenting statistical information graphically and descriptively. Theories relating to probability, distribution and density along with expectation and variation are then explored. We then examine special types of probability, distributions, including normal, lognormal and others. A rigorous appraisal of the determinants of a good estimator then follows. Thereafter, confidence intervals, hypothesis testing and regression analysis are examined. In addition to the theoretical exploration, the statistical package R (or other statistical software) will be used throughout the course to demonstrate the application of these taught concepts in real world scenarios.

Computer Business Application

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

MTRM6010 Risk Categorization & Identification

This course will expose students to key methodologies to successfully define, identify and develop risk categorization. The course seeks to provide a thorough grounding in the identification and assessment of a wide range of risks across industries that single, group, conglomerate, multi-domestic, international, multinational, transnational firms may 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 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).

MTRM6010 Risk Categorization & Identification

This course will expose students to key methodologies to successfully define, identify and develop risk categorization. The course seeks to provide a thorough grounding in the identification and assessment of a wide range of risks across industries that single, group, conglomerate, multi-domestic, international, multinational, transnational firms may be exposed to in order to facilitate accurate and timely decision making in terms of the actions necessary to counter (or exploit) the risks.

MTRM6060 Credit Risk Management & Modeling

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 modeling methods for credit risk assessment and implement those methods through programming assignments using R (or other software). The students will be introduced to quantitative models for measuring and managing risks, provided with a critical understanding of the credit risk methodology used in the financial industry and given an appreciation of the regulatory framework in which the models operate.

MTRM6070 ERM Concept, Framework & Process

This course aims to provide students with a good understanding of Enterprise Risk Management (ERM) and the regulatory frameworks. At the end of the course, students should be able to execute ERM at the strategic level to drive decision making. They should demonstrate an understanding of the ERM concept, the components of

an ERM framework and be able to evaluate the appropriateness of a framework in a given situation and understand each step of the ERM process.

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 of this course 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. In addition, this course provides 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 Course Code

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

This course aims to provide students with a good understanding of Enterprise Risk Management (ERM) and the regulatory frameworks in order to be able to execute ERM at the strategic level to drive decision making. The student will demonstrate an understanding of the ERM concept, understand the components of an ERM framework, and be able to evaluate the appropriateness of a framework in a given situation and understand each step of the ERM process.

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.

MSc National Security and Strategic Studies

Entry Requirement

The MSc National Security and Strategic Studies is open to holders of a Bachelor's degree from a recognized University at the level of Lower Second Class or above. Applicants without a first degree will only be accepted under the Exceptionality Clause, provided that a strong supporting letter is provided by the Chief of Staff or Commissioner. This letter should provide proof that the applicant has met the following criteria:

Criteria for Admission under the Exceptionality Clause:

- Proven intellectual capacity, as measured by performance in courses with significant academic content (courses to be specified)
- For international and regional courses completed, applicant should have been among the top three performers
- Proof of consistently high performance over the course of his/her career
Achievement of a rank to be determined following discussions between the Academic Director and the JDF, TTDF and Police.
- JDF – only applicants attaining the rank of Lieutenant Colonel and above would qualify under the exceptionality clause in AY 2014-15 and beyond.
- JCF – only applicants attaining the rank of Superintendent within 15 years would qualify under the exceptionality clause in AY 2014-15 and beyond.
- Applicants being considered under the exceptionality clause must be interviewed and a written report provided.

NB. The above stated requirements do not apply to applicants with a first degree (lower second class or better)

Maximum Capacity

The MSc in National Security and Strategic Studies can accommodate 30 students maximum.

Programme Information

This programme serves to enhance the professional training of the senior managers in the security sector and to provide them with the opportunity of exposure to the rigours of Graduate Studies in a field very applicable to their day to day activities. The educational emphasis is based on a policy oriented approach, as well as on critical examination of the theories and concepts that have influenced regional strategic, defence and anti-crime policies. Particular attention is paid to emerging strategic trends which pose long-term challenges to Caribbean security both as a region and individual countries, and raise complex trade-offs for policy makers.

The Programme aims at providing a better understanding of:

- The domestic, regional and international settings of national security policy
- The concepts of military threats
- Issues of crime and violence
- Terrorism, particularly narco- terrorism
- Crisis management
- Military alliances
- National security policies and programmes
- Roles and Functions of Security Agencies

Programme Duration: 1 year full time, 2 years part time.

FULL TIME

Year 1 Semester 1

NSSS6001 Management of Strategic Issues.

NSSS6002 New Dimensions of Power and Security in the Caribbean

NSSS6006 Caribbean Security Perspective Social Management

SALI6051 Research Design and Management

Year 1 Semester 2

NSSS6005 International Relations and National Security Issues

NSSS6007 Security and Defence Economics

NSSS6010 National Security Policy and Programme Analysis

NSSS6009 External and Internal Threats to Hemispheric Security

NSSS6011 Research Paper (Year Long)

Year 1 Semester 3

NSSS6003 National Security Issues

NSSS6004 Contemporary Governance

COURSE DESCRIPTIONS

NSSS6001 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.

NSSS6009 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.

NSSS6002 New Dimensions of Power and Security in the Caribbean

This course aims 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.

NSSS6006 Caribbean Security Perspective Social Management

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

NS6005 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.

NSSS6011 Research Paper

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

NSSS6007 Security and Defence 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.

NSSS6010 National Security Policy and Programme Analysis

This course deals with the examination and analysis of how national security policies are formulated and translated into the national security and defense budgets, programme priorities and force structures from it. It also focuses on the ability to analyze the development of national security policies and use analytical techniques to derive programmes and structures.

NSSS6003 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.

NSSS6004 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.

SALI6051 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.

MSc Sports Business Management

Entry Requirement

Persons holding a B.Sc. degree 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.

Programme Information

The MSc in Sports Business Management addresses 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. Graduates from the MSc programme will be expected to demonstrate skill in qualitative and quantitative analysis and also conduct research on issues relevant to managing and developing sports policies and organizations and events and to present the findings of such research in a coherent and understandable manner.

CORE COURSES

SBCO6520 Quantitative Methods and Statistical Techniques (4 credits)

SBCO6040 Research Methods (2 credits)

SBCO6200 Business Policy and Strategic Management (3 credits)

SBSP6010 Sport and Society (3 credits)

SBSP6020 Sport Finance and Economics (3 credits)

SBSP6100 Entrepreneurship in Sports (3 credits)

SBSP6200 Independent Study (6 credits)

ELECTIVES

SBSP6030 Sport Marketing (3 credits)

SBSP6060 Law and Sports (3 credits)

SBSP6040 Sports and Events Management (3 credits)

SBSP6080 Communication in Sports (3 credits)

SBSP6070 Sports Facilities Management (3 credits)

SBSP6050 Human Resource Management in Sports (3 credits)

SBSP6090 Sports Tourism (3 credits)

SBCO6340 Business in a Global Environment (3 credits)*

SBCO6370 Management Information Systems (3 credits)*

SBCO6310 Transformational Leadership (3 credits)*

COURSE DESCRIPTION

SPSP6050 Human Resource Management in Sports

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 behavior 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.

SBSP6070 Sports Facilities Management

This course will focus on the planning and management of sport and recreational facilities. Topics to be covered include: planning the sports facility (accessibility, parking, geographic location); the facility layout; the facility image (appearance, amenities offered, personnel); assessing equipment needs; managing equipment; facilities scheduling; facilities renovation and maintenance; blue printing the service delivery system; the management of risk at sport facilities; feasibility study; marketing of the sport facility and ticket sales strategy; conceptual foundations of sport facilities management; the economics of sports facilities management [e.g. issue of ticket

scalping]; character and issues in sports facilities management in the Caribbean [e.g. Case Studies on World Cup Cricket, World Juniors Track and World Netball Championship infrastructure]; and Comparative perspectives on sports facilities management.

S BSP6090 Sports Tourism

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

S BSP6080 Communication in Sports

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.

S BSP6060 Law and Sports

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).

SBSP6100 Entrepreneurship in Sports

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

This course has three major goals.

- First, the students will engage in the study of business entrepreneur movements in sport/entertainment and the broader corporate culture.
- Second, the students will study people and individuals who are leaders in entrepreneurial endeavors in sport/entertainment.
- Lastly, the students will learn how to develop their own business skills into effective entrepreneur projects in sport/entertainment that integrate educational outcomes, cultural diversity, and social responsibility.

SBSP6200 Independent Study

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.

SBCO6370 Management Information Systems (2 credit)

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.

SBCO6340 Business in a Global Environment (3 credits)

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.

SBCO6310 Transformational Leadership (3 credits)

This course is designed to influence the views and behaviours of participants in relation to leadership for 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 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.

SBCO6200 Business Policy and Strategic Management (3 credits)

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.

SBCO6040 Research Methods (2 credits)

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 intended to prepare managers to engage and converse with specialist researchers, to articulate business requirements of commissioned research as well as to interpret, evaluate and apply research output to the solution of business problems.

MSc Taxation

Entry Requirements

The MSc Taxation is open to candidates with Bachelor's degree in accounting, law, economics, banking and finance, public administration, business administration and management studies (any option). Applicants with First Class or Upper Second Class degrees are offered direct entry and Lower Second Class degree holders with GPA of 2.95 and above are considered in the second tier of acceptances. A minimum of two years working experience is required with exception being given to First Class degree applicants only. UWI graduates with a GPA between 2.4 – 2.7 and graduates from other universities with GPA between 2.7 – 2.95 will be interviewed before an offer is made.

Candidates who do not have a grade of at least 50 will be required to repeat the following courses:

Introduction to Cost and Management Accounting
Introduction to Microeconomics or Principles of Economics I
Financial Accounting I
Financial Accounting II
Business Law
Introduction to Financial Accounting
Company Law
Auditing I
Taxation I & Taxation II
Financial Management II
Computer Applications

Programme Information

This programme is designed to produce a cadre for tax administrators, policy makers, tax consultants and planners, financial planners to work in the public and private sectors within in the Caribbean. It is expected that the programme will also produce persons who are interested in academia and move onto pursue doctoral studies in Taxation. Thus programme outlines are articulated below:

- To have a cadre of qualified tax administrators in CARICOM
- To have a pool of tax expertise 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

The programme is designed to attract persons who are already in the field of tax and have practical knowledge but want to enhance this practical knowledge with a theoretical framework; those persons who want to work with governments in tax administration and tax policy; those individuals who want to make a career in tax; those persons who want to become tax consultants, tax planners and financial advisors.

CORE COURSES

- TAXA6001** Theory and History of Tax
- TAXA6002** Tax Administration
- TAXA6003** Research Methods & Tax Research
- TAXA6004** International Tax
- TAXA6005** Current Issues in Tax and Tax Administration
- TAXA6006** Taxation of Business Organizations
- TAXA6007** Fiscal Policy and Public Financing
- TAXA6008** Tax Regimes in CARICOM
- TAXA6009** Tax Auditing and Tax Accounting
- TAXA6010** Tax Planning and Management
- TAXA6011** Tax Research
- TAXA6012** Management Skills

COURSE DESCRIPTIONS

TAXA6001 Theory and History of Tax

Every academic discipline carries a history and theoretical framework. The discipline of tax is no different. The history and theoretical framework normally provide the broad context of the discipline giving a general understanding of the various perspectives of the area thereby developing the reader's appreciation of the area. This course provides the foundational underpinning of the entire programme and must be done in the first semester in the student's course of study for maximum impact. 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

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 and Tax Research

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 Taxation

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 Contemporary Taxation

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

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

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. Thus the students will understand the role/importance/effect of fiscal policy and the national budget; their importance to the country's tax policy and the general economic life of the country. Special emphasis will be placed on the effect of fiscal policy on businesses and the general welfare or wellbeing of a country's citizens.

TAXA6008 Tax Regimes in CARICOM and Neighboring Countries

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 Accounting

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

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 Research Seminar

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

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.

MSc Telecommunication Policy and Technology Management

Entry Requirement

MSc-TPTM 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, applications from students who do not possess normal matriculation requirements will be subject to approval by the Programme Director. 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.

Programme Information

This programme seeks to meet the demand for advanced training of telecommunication executives and technical specialists in the specialized areas of Policy, Technology and Management. It builds on the earlier MRP Programme offered out of the St. Augustine Campus of the UWI, but with a new emphasis on telecoms management and ICT policy.

The Master of Science in Telecommunications Policy and Technology Management will strengthen the capacity of regional telecommunications and ICT managers, technical and engineering personnel, regulators and policy makers through advanced level academic tuition. The programme's emphasis will be on practical application of technology and information systems management to the development of the sector and the wider Caribbean.

Students must complete a research paper in order to attain the MSc. The research paper or project can be undertaken only after successful completion of the six (6) core courses.

Duration of Study: The programme is offered part-time over 24 months (4 semesters)

Students are required to attain 36 credits for completion, which can be obtained through the successful completion of seven (7) courses and a final Research Paper.

The programme will be delivered through on-line lectures on two days per week with occasional on-line tutorials. Face to face seminars will be scheduled at intervals over the two-year period.

CORE REQUIREMENTS

SBCT6000 Frameworks for Telecommunications & ICT Policy Making

SBCT6400 Economics of Telecommunications, IT & the Global Market

RPTL6801 Contemporary Telecommunications Networks & Technologies

SBCT6200 Information Technology & Telecommunications Management

RPTL6805 Interconnection in Telecommunication Networks

RPTL6802 Legal & Regulatory Frameworks

ELECTIVES

ICT4D Mobile applications & Broadband Content for Development

SBET6700 Comparative ICT Strategies & Business Models

RESEARCH PAPER or PROJECT is required.

Students are expected to select ONE of the two given electives.

Students are entitled to select an alternative graduate course from the Faculty of Social Sciences on any campus in substitution of the TPM electives. However, the selected course will have to be approved for suitability by the Programme Director.

SBCT6000 Frameworks for Telecommunications and ICT Policy Making (4 credits)

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

RPTL6801 Contemporary Telecommunications Networks and Technologies (4 credits)

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.

SBCT6200 Information Technology and Telecommunications Management (4 credits)

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 (4 credits)

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.

RPTL6802 Legal and Regulatory Frameworks (4 credits)

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 (4 credits)

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 (4 credits)

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 (4 credits)

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.

THE RESEARCH COMPONENT

The research component valuing eight (8) credits will consist of two units.

Unit One: Research Module

Two compulsory research modules will be held during the first summer semester of the programme. Exemptions may be granted where a student is able to demonstrate recent exposure to graduate research methods.

Unit Two: SBCT6800 – Research Paper or Project

The individual Research Paper or Project shall be 15,000 – 20,000 words and shall be written on a subject chosen by the candidate in consultation with their Supervisor.

MSc Tourism and Hospitality Management

Entry Requirement

The requirement for admission to MSc Tourism and Hospitality Management is 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. Additionally, persons with a lower-second class honours degree maybe accepted after successful interview. 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).

Programme Information

This programme seeks to provide excellent education in tourism and hospitality management and to train Caricom nationals for high level participation in the management of the region's tourism and hospitality industry, in response to the demands of the industry for well qualified and capable managers. The programme is driven by an action learning focus where you will find that most of the tourism courses have a practical component which requires students to not only learn, but to demonstrate learning in very practical ways. The programme's lecturers all have practical exposure to hospitality and/or tourism and are well equipped to prepare students for the dynamic world of tourism and hospitality management.

FULL-TIME COURSES

YEAR I

SEMESTER I

MGMT6120	Research & Quantitative Methods
MGMT6121	Tourism & Hospitality Marketing
MGMT6140	Sociology of Tourism in the Caribbean
MGMT6122	Quality Service & Operations Management

SEMESTER 2

MGMT6123	Human Resource Management & Industrial Relations
MGMT6124	Financial & Management Accounting
MGMT6125	International Hospitality Business
MGMT6126	Sustainable Tourism Development

SUMMER

MGMT6127	Decision Making Under Uncertainty
&	
MGMT6128	Infrastructure Management

MGMT6129	Tourism Management	OR
MGMT6130	Food & Beverage Management	
MGMT6131	Property Management	

SEMESTER I	(YEAR II)
MGMT6132	Strategic Planning in Tourism/Hospitality Business
MGMT6133	Events Planning & Management
MGMT6136	Tourism Entrepreneurship & Innovation Management

SEMESTER II	
MGMT6132	Strategic Planning in Tourism/Hospitality Business
MGMT6135	Student Internship (3 Months)

PART-TIME COURSES

SEMESTER I	
MGMT6120	Research & Quantitative Methods
MGMT6121	Tourism & Hospitality Marketing

SEMESTER II	
MGMT6123	Human Resource Management & Industrial Relations
MGMT6126	Sustainable Tourism Development

SUMMER	
MGMT6127	Decision Making Under Uncertainty
&	
MGMT6128	Infrastructure Management
	OR
MGMT6130	Food & Beverage Management

YEAR II	
SEMESTER I	
MGMT6133	Events Planning & Management
MGMT6136	Tourism Entrepreneurship & Innovation Management

SEMESTER II	
MGMT6124	Financial & Management Accounting
MGMT6125	International Hospitality Business

SUMMER		OR
MGMT6129	Tourism Management	
MGMT6131	Property Management	

YEAR III

SEMESTER I

MGMT6132	Strategic Planning in Tourism/Hospitality Business
MGMT6122	Quality Services & Operations Management
MGMT6140	Sociology of Tourism in the Caribbean

SEMESTER II

MGMT6135	Student Internship (3 Months)
MGMT6132	Strategic Planning in Tourism/Hospitality Business

COURSE DESCRIPTION

MGMT6122 Quality Services & 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
- Introduce students to the principles of workplace and job design that will result in consistent and effective quality service management
- Demonstrate the importance of effective quality service management for organisation profitability and sustainability
- Explain the evolution of quality service management and specific features such as customer delight and customer love
- Highlight some of the issues that may specifically affect quality service management in the tourism and hospitality industry.

MGMT6120 Research & 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. The course is designed to introduce students to the elements of social research, both quantitative and qualitative, and demonstrate its use 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 purposes of methodologies, methods and processes of undertaking research in tourism and related areas, and (iii) develop specific skills for the purpose of conducting a small, independent, original, quality research at the graduate (Masters) level.

MGMT6123 Human Resource Management & Industrial Relations

This course was designed to introduce students to the general principles of the behaviour of people within the organizations and the best way to managing in order to

achieve the best way of organizational effectiveness. Topics will be drawn from the field of organisational behaviour and human resource management and industrial relations.

At the end of the course students will 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 formation and operation of teams and groups and show how they can be used to enhance organisational and individual performance.
- 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 competency in the handling of accounting data in the hospitality industry.

Learning objectives Include:

- Improve the knowledge and expertise in the preparation of financial accounting statements and management accounting reports in the hospitality industry.
- Appreciate the role of accounting data in assisting tourism and hostel managers in planning, controlling and decision making.

MGMT6121 Tourism & Hospitality Marketing

At the end of this course learners will be able to understand, develop, produce and promote tourism products within companies and agencies within tourism and tourism industry:

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

MGMT6140 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 the Caribbean society. 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 the Caribbean society.

MGMT6125 International Hospitality Business

The purpose of the International Hospitality Business course is to familiarise 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.

Given the regional dependence on tourism as a growth pole, the development of the Caribbean region is particularly dependent on the success of firms in international hospitality business. To this end, the conceptual theme that will drive the course is the relationship between the processes of economic development and national competitiveness and the theory and practice of international business, with a specific focus on international hospitality business.

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 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.

MGMT6128 Infrastructure Management

The course has been designed as a framework in which the student can gain a clear understanding of the linkages of economic infrastructure and tourism, and more specifically the tourist transport system. The student will be taught how to analyze the provision, operation and factors which influence the infrastructure system.

The course will offer a perspective of infrastructure as it relates to tourism which will be a useful starting point for research. The underlying theme throughout the course will be that infrastructure, particularly tourist transport constitute a service which is judged in relation to quality, standards and level of satisfaction it engenders.

MGMT6127 Decision Making Under Uncertainty

Decision making is both an art and a science . . . this in itself, creates the dilemma of determining what component is science. These questions must be answered within the context of various uncertain scenarios. There are many who believe that dependence on one's intestinal fortitude is enough to address the myriad of business decisions with which one is bombarded each day; however, rational decision making is more than "gut" feeling.

Decision Making Under Uncertainty is designed to address the application of decision theory to the quantitative analysis of risky decision problems generally involve large amounts of resources that must be committed to alternative 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 conceptualised 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 Trees, Utility, Influence Diagram and Monte Carlo Simulation.

MGMT6135 Student Internship (3 Months)

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 organisation who will expose them to the many aspects of managing hospitality and industry will be exempted from the internship.

All students who do not have industry experience will be required to undertake a three month internship. You do not have to do this all at once but may work out an arrangement whereby you work in evening, weekends and in weeklong time slots as your work schedule allows.

Participate fully in your internship. It was designed to provide you with a better understanding of the industry and it will work best if you go in with an open and curious mind. Try to use the opportunity to think strategically, that is to think about problems and challenges in a wide rather than a narrow context.

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 the property management.

At the end of the course students will be able to:

- Explain what is meant by creating an experience for the hotel guest and give examples of how this can be done.
- Describe the different types of hotels and the implications for the management of rooms etc.
- Describe how the reception area (actual and virtual) can be used to enhance sales and profitability and to create a source of competitive advantages.
- Discuss the growing importance of personalised services eg. Concierge, butler etc. and show how they can be effectively used to enhance profitability and repeat business.

- Explain why outsourcing of food and other operations has become popular and highlight the implications for hotel managers.

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.

At the end of the course, students should be able to:

- Understand the importance of events to the profitability of tourism destinations
- Determine meeting objectives
- Prepare a budget for an event or meeting
- Promote an event or meeting
- Employ effective negotiation techniques in meeting arrangements
- Discuss legal issues pertaining to meeting management, such as liability, insurance and confirmation letters.

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 strategies, and managing information and marketing research. International “best practices”, relevant case studies and practical guidelines form an integral part of the course.

After completion of this course, candidate should be able to adopt a strategic, holistic and innovative approach to the marketing of destinations.

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 advantages for the organisation. They will also be exposed to the most common pitfalls in successfully operating such outlets and should gain in understanding of why some organisation has chosen to outsource their food and beverage management outlets. The course will also focus on the management of events and examine ways in which events may be used to create profit and competitive advantage for hotels, tourism entities and the destination. Throughout the course a constant theme will be the requirement to attend to new trends in the food and beverage as well as the need to utilize, produce and market indigenous foods and beverages.

MGMT6126 Sustainable Tourism Development

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 substantial 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.

MGMT6136 Tourism Entrepreneurship & Innovation Management

The creation of new businesses, 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 business creation/formation which generates industry innovation, job creation and operational efficiencies that will inevitably lead to more competitive tourism system. The aim of this course is to develop the students' understanding of the process 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.

More specifically the course focuses on:

- The concept of innovation
- Entrepreneurship within services and in particular within tourism
- Strategic Planning for Entrepreneurship
- Entrepreneurship and new venture creation

**SIR ARTHUR LEWIS
INSTITUTE OF SOCIAL AND
ECONOMIC STUDIES
(SALISES)**

Programmes

SALISES offers the following courses:

- MSc Development Studies
- MPhil Social Policy; Economic Development Policy; Governance and Public Policy
- PhD Social Policy; Economic Development Policy; Governance and Public Policy

MSc Development Studies

Entry Requirements

The requirement for MSc programmes is a Bachelor's degree or equivalent in the social sciences with at least a Lower Second Class Degree and relevant work experience.

Maximum Capacity

The MSc can accommodate 25 students maximum.

Programme Information

The programme seeks to fill a gap in the range of graduate offerings at the tertiary level which is dominated by disciplinary based degrees. Accordingly, SALISES will continue 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. The qualities of leadership, critical thinking, problem-solving, effective communication, social and cultural responsiveness, team play, ethical behaviour and the related attributes of the ideal graduate as set out in the UWI's strategic plan of 2007-2012 capture the profile of the proposed graduates. This is a new programme, consisting of new courses, that has been designed to replace the existing MSc programme offered by SALISES. The new design seeks to capture the recommendations of the last strategic review (2010) of SALISES, and to complement the research mandate of SALISES more effectively.

CORE COURSES

SALI6200 Understanding Contemporary Society and Development: Theories of the Present

SALI6201 Social Research Methods

SALI6202 The Political Economy of Small States

SALI6203 Leadership Seminar

Foreign Language

Technical Writing

3 Electives

COURSE DESCRIPTIONS

SALI6200 Understanding Contemporary Society and Development: Theories of the Present (3 Credits)

This course is intended to inculcate students with a sense of some of the main theoretical ideas, positions and personalities that have guided the process of understanding contemporary society and the historical processes of globalization. It will introduce the students to the critical ferment and dissent that is present in theorizing and engaging with modern social change and development, drawing on literature that cuts across social spaces, geographies and history. The course will also encourage students to reflect on aspects of the contemporary crises of the present in order to assess the value of the contending approaches' power to analyze the modern world and guide action to address such crises.

SALI6201 Social Research Methods (9 credits)

The primary objective of this course is 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 competent team players. The course is also designed to ensure that students have an appreciation and understanding of the following: (i) the role of the philosophy of science in the research process; (ii) ethical issues in the conduct of social research; (iii) preparation of research proposals; and (iv) processing, analysis and presentation of research findings.

SALI6202 The Political Economy of Small States (6 credits)

This course aims to provide students with an appreciation of the main structures of global governance—state and non-state—and their evolution over time, so that they can better understand how they structure the environment within which small states operate. This will be illustrated by way of a more focused examination of a range of issues covering the main social sciences disciplinary framework. At the end of the course students are expected to view small states experiences through an interdisciplinary lens, which would strengthen their competence to make appropriate policy responses.

SALI6203 Leadership Seminar (3 credits)

Students will be exposed to theories of leadership, and biographies, biographical sketches and interviews of a wide range of national, regional and international leaders.

The principal objective of the seminar is to develop the leadership potential of SALISES graduates so that they can coordinate, inspire, and direct teams of technical professionals. The seminar will provide a forum for the students to display the knowledge acquired from other courses in the programme as it is applied to policy formation and implementation in both the public and private sectors. The seminar will

address some of the key attributes of the ideal graduate as set out in the current UWI strategic plan.

MPhil/PhD

Entry Requirements

The requirements for the MPhil is a bachelor's degree or equivalent in the social sciences with at least an Upper Second Class Honours (3.0) and relevant work experience also; candidates will need to submit a short research proposal which will be considered by the Institute's Entrance Committee. 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

The requirements for the PhD Degree programme is a complete postgraduate qualification or applicant must have been upgraded from the MPhil degree programme, relevant work experience and submission of a short research proposal which will be considered by the Institute's Entrance Committee.

Maximum Capacity

The MSc can accommodate 25 students maximum in total.

Programme Specializations/Options:

Social Policy; Governance and Public Policy; Economic Development Policy; and Integration Studies

Programme Objectives:

The 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 analyze and independently evaluate the relevant literature and related material;
5. Make significant advance in the knowledge of the subject.

COURSES

SALI 6051 Research Design and Management
SALI 6052 Specialized Research Methods
SALI 6050 Directed Readings on the Thesis Topic

COURSE DESCRIPTIONS

SALI 6051 Research Design and Management (3 credit)

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 (3 credit)

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 (3 credit)

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.

Appendices

Appendix A

**REGULATIONS FOR GRADUATE DIPLOMAS AND
DEGREES**

Appendix B

**Thesis Guide: A GUIDE FOR THE PREPARATION
OF THEISIS, RESEARCH AND PROJECT REPORTS**

Appendix C

CAREER PAGE

Appendix D

GRADUATE PRIZES & AWARDS

Appendix E

**PROCEDURES FOR HANDLING GRIEVANCES IN
THE FACULTY OF SOCIAL SCIENCES**

Appendix F

ADDITIONAL INFORMATION

REGULATIONS FOR GRADUATE DIPLOMAS AND DEGREES

Section 1

Section 2

Section 3

SECTION 1

GENERAL REGULATIONS

GRADUATE DIPLOMAS AND DEGREES

Graduate Diplomas

1. Graduate diplomas shall be awarded on the basis of examination by:
 - (a) Written papers together with a research paper or project report; or
 - (b) As prescribed for specific diplomas in Faculty Regulations.

Taught Master's and DM Degrees

2. Taught Master's degrees and the Doctor of Medicine degree shall be awarded on the basis of examination by:
 - (a) Written papers together with a research paper or project report; or
 - (b) As prescribed for specific degrees in Faculty Regulations.

Research Degrees: MPhil, PhD, MD

3. The MPhil, PhD and MD shall be primarily research degrees and shall be awarded primarily on the basis of examination by thesis. Other requirements shall be as specified in Faculty Regulations 8

QUALIFICATIONS FOR ADMISSION

4. Subject to Faculty Regulations, the following are eligible to apply for registration for a graduate diploma or degree:
 - (a) Graduates of the University of the West Indies;
 - (b) Persons who possess a degree from an approved University;
 - (c) Persons holding such other suitable qualifications and experience as the Board for Graduate Studies and Research may approve.

MINIMUM ENTRY REQUIREMENTS

Graduate Diplomas and Taught Master's Degrees

5. The minimum requirement for admission to a graduate diploma or taught Master's degree programme shall be a Lower Second Class Honours degree or its equivalent, unless the Campus Committee in any particular case otherwise decides.

MPhil Degrees

6. The minimum requirement for admission to MPhil programmes shall be an Upper Second Class Honours degree or its equivalent, unless the Campus Committee in any particular case otherwise decides.

PhD Degrees

7. The following are eligible to apply for admission to PhD programmes:

- (a) Persons holding approved graduate degrees awarded primarily for research;
- (b) Persons holding a taught Master's degree from the UWI or another approved University, provided that the Master's programme included a research component of at least 25% of the total credit rating and the applicant achieved at least a B+ average or its equivalent;
- (c) Persons registered in MPhil degree programmes of the UWI who have met the requirements for upgrading of their registration, as stipulated by the Board for Graduate Studies and Research;
- (d) Persons possessing such other qualifications and experience as the Board for Graduate Studies and Research may approve.

8. Admission of applicants to PhD programmes without prior registration for the MPhil must be approved by the Board for Graduate Studies and Research.

APPLICATION PROCEDURE

9. Except where otherwise stated in advertisements, persons seeking admission to programmes leading to graduate diplomas and taught Master's degrees must submit their applications to the appropriate Campus Registry not later than January 31 of the calendar year in which they wish to enter the University.

10. Persons seeking admission to MPhil and PhD programmes who wish to begin study in Semester I of the academic year must submit their applications to the appropriate Campus Registry not later than January 31 of the calendar year in which they are seeking entry. Candidates wishing to enter in Semester II should submit their applications by March 31 of the preceding calendar year. These dates may be altered in any particular case for which the Campus Committee so decides.

11 Every application under Regulations 9 and 10 shall be assigned by the Campus Committee to a Department after consultation with the Head of Department, and the applicant shall, if accepted in a graduate diploma or degree programme, be deemed to be registered in that Department.

12. Applications for admission must be considered by the appropriate Head of Department:

- (a) Not later than March 31 for candidates applying for Semester I entry;

(b) Not later than October 31 for candidates applying for Semester II entry. These dates may be altered in any particular case for which the Campus Committee so decides.

13. Applicants for admission who are not graduates of the University of the West Indies must, at the time of their application, arrange for the submission of official transcripts of their University record to the Campus Registrar.

14. Each application must be accompanied by the required application fee which is not refundable.

15. Applicants for admission to PhD and MPhil programmes must, at the time of application, state the field of their proposed research and a tentative topic for the thesis.

16. Recommendations from Heads of Departments for the admission of applicants to MPhil and PhD programmes must recommend the candidate's Supervisor(s) and must be accompanied by a statement from the Head of Department that adequate facilities are available for the proposed research.

17. An applicant whose native language is not English but who has been admitted to a graduate programme must, as a condition of registration, take such tests of competence in English as may be prescribed by the Board for Graduate Studies and Research.

18. An applicant who wishes to be registered part-time for research degrees shall be interviewed by the relevant Head of Department in order to assess the likelihood of his or her being able to devote sufficient time to the proposed programme.

19. Approval of candidature shall rest with the Board for Graduate Studies and Research. The Board may delegate to its Campus Committees such functions relating to the admission of candidates as it may from time to time prescribe.

APPOINTMENT OF SUPERVISORS

20. At the time of acceptance to an MPhil or PhD programme, at least one Supervisor shall be appointed for each student by the Campus Committee.

21. Where more than one Supervisor is appointed for a student, one shall be designated Chief Supervisor and the other(s) shall be designated Co-Supervisor(s). A person not on the staff of the U.W.I., but fully qualified, may be appointed a Co-Supervisor but may not be Chief Supervisor.

22. In cases of joint supervision of research which involves disciplines in more than one Department, the Chief Supervisor shall be from the Department in which the student is registered, unless the Campus Committee in any particular case otherwise decides.

23. By the end of the Semester in which the student is first registered, a Committee of Advisors shall be nominated by the Head of Department and appointed by the Campus Committee. The Committee or Advisors shall comprise a minimum of three persons, and shall include the student's Supervisor(s).

24. Supervisors shall provide academic guidance and direction to students in the conduct of the students' research. 25. The Chief Supervisor, or sole supervisor as the case may be, shall act as the channel of communication between the student and the University, communicate regularly with the student and Co-Supervisor if applicable, convene meetings of the Committee of Advisors, and by regular reports, inform the Campus Committee of the state of the student's work.

26. Supervisors of graduate students must have held a graduate degree, of the same or higher level as the degree being supervised, for at least three years, unless the Campus Committee in any particular case otherwise decides.

27. A staff member without a graduate degree or with a degree of lower level than the one to be supervised, but with long teaching and research experience, may be appointed as Supervisor, but such recommendations for appointment shall be subject to approval by the Board for Graduate Studies and Research.

28. A staff member registered for a graduate degree shall not be appointed as a Supervisor, unless the Board for Graduate Studies and Research in any particular case otherwise decides. Such a staff member may only be appointed to supervise a student registered for a degree below the level of the one for which the staff member is registered.

29. Persons related to candidates for graduate diplomas or degrees may not be appointed to supervise or to examine such candidates. For this purpose, a person shall be deemed to be related to the candidate as a parent, child, grandparent, grandchild, step-parent, step-child, sibling, spouse, fiancé, fiancée, or cohabitee, or any offspring of the above.

30. Supervisors of Research Papers and Project Reports must be nominated by the relevant Head of Department and approved by the Campus Committee at least two months prior to the scheduled commencement of the work by the candidates.

PROCEDURE FOR REGISTRATION

31. A candidate may not be registered for two or more programmes simultaneously, whether at UWI or at any other institution, unless the Board for Graduate Studies and Research in any particular case otherwise decides.

32. A student awaiting the final results of a programme in which he or she is registered may be granted permission by the Board for Graduate Studies and Research to register provisionally in another programme pending the outstanding results. If the result is unfavourable, the student will be required to withdraw from the programme in which he or she is provisionally registered or from the original programme if it is not a prerequisite for the second programme.

33. The period of registration for a graduate diploma or degree shall date from the time of final approval of registration of the candidate. Credit will not be given for work done before that date unless otherwise specified by the Board for Graduate Studies and Research.

Deadlines for Registration

34. Deadlines for registration shall be as follows:

(a) Continuing students and new students admitted in Semester I:

(i) Normal Registration: First week of Semester I

(ii) Late Registration: Up to the end of the third week of Semester I. A late registration fee will be charged.

(b) New students admitted in Semester II:

(i) Normal Registration: First week of Semester II

(ii) Late Registration: Up to the end of the third week of Semester II. A late registration fee will be charged.

(c) Campus Committees may exercise flexibility with respect to the above deadlines for registration of candidates for MPhil and PhD degrees.

35. Students registered for graduate diplomas and taught Master's degrees are permitted changes in registration for the addition, substitution or withdrawal from courses, no later than the end of the third week in Semester I for Semester I and year-long courses, and the end of the second week in Semester II for Semester II courses, provided that the changes proposed are within the Regulations for the relevant programmes.

36. Late registration and changes in registration after the above deadlines for persons in graduate diploma and taught Master's programmes will be permitted only in exceptional circumstances and with the approval of the Campus Committee, on the recommendation of the relevant Head of Department. The Campus Registrar will forward to the Campus Committee in Semester II of each academic year a list of

continuing students who have failed to register by the applicable deadlines, and those candidates shall be deemed to have withdrawn.

37. Students are deemed to have failed any required examination in courses for which they have registered but which examination they have not taken, except in exceptional circumstances and when prior approval to defer the examination has been granted by the Campus Committee.

38. Candidates who have submitted their theses, research papers or project reports before the end of a Semester, but the examination of which has not been completed at the start of the following Semester, must re-register in the new Semester, but need only pay the applicable examination fee. Any costs incurred by candidates in being present for oral examinations, should the Regulations or the examiners require that they be so examined, shall be borne by the candidates.

Identification Cards

39. All registered students are required to have a University I.D. card which they must produce at the Library, examination rooms and other places as may be requested.

Leave of Absence

40. (a) A candidate who for good reason wishes to be absent from an academic programme for a semester or more must apply for formal leave of absence to the Campus Committee, stating the reasons for the application.

(b) The length of such leave of absence, if granted, will be subject to approval by the Campus Committee, but will not be less than one semester or greater than one academic year in the first instance, terminating at the end of the semester or the academic year for which the application is approved.

(c) Leave of absence will not be granted for more than two consecutive academic years, unless the Board for Graduate Studies and Research in any particular case otherwise decides.

(d) Applications for leave of absence for a semester shall be submitted by the end of the third week of the relevant semester;

(e) Applications for leave of absence for the academic year shall be submitted by the end of the third week of Semester I.

Residence Requirements

41. Candidates for the MPhil and PhD who are not graduates of the UWI must complete at least one year of their graduate work in residence at the UWI or at the University of Guyana or at the University of Suriname or at an approved institution within the contributing countries.

42. Candidates for the MPhil or PhD who hold a first degree of the UWI and wish to conduct a portion of their research in a country other than those specified in Regulation 41, may do so provided that satisfactory evidence has been presented to the Board for Graduate Studies and Research that adequate facilities are available for the proposed programme of work and that adequate arrangements have been made for supervision.

43. Subject to Regulations 41 and 42, the course of study for a Master's or PhD degree shall be pursued at the UWI, except as otherwise approved by the Board for Graduate Studies and Research.

Publication of Theses

44. At the time of registration every candidate shall sign a declaration permitting access in the libraries of the University to the thesis, research paper or project report accepted for a graduate diploma or degree with the provision that, at the time of depositing the work in the University Libraries, the student may exercise the right of an embargo on its reproduction and distribution for three years after the date of its deposit.

CHANGES IN REGISTRATION

Transfer and Upgrading of Registration

45. A candidate who is registered for the MPhil degree may apply, after a period of one year from the date of initial registration and at any time thereafter within a total period of three years from the date of initial registration, for upgrading of registration to the PhD if, in the opinion of the relevant Head of Department, the candidate has given evidence of having the qualifications necessary for writing a thesis for the PhD.

46. A candidate who is registered for a taught Master's degree may apply after a period of one Semester for transfer of registration to the MPhil if, in the opinion of the Head of Department, the candidate has given evidence of having the qualifications necessary for writing the thesis for the MPhil.

47. The procedure to be followed by Heads of Departments in the upgrading and transfer of registrations under Regulations 45 and 46, shall be as prescribed by the Board for Graduate Studies and Research in the Manual of Procedures for Graduate Diplomas and Degrees.

48. A candidate whose application for upgrading or transfer of registration under Regulations 45 and 46 has been approved will be granted retroactive registration to the initial date of registration under these Regulations.

49. A candidate who is unsuccessful in the examination for the PhD may apply to the Board for Graduate Studies and Research to be allowed to resubmit the thesis or a revised version of it for examination for an MPhil degree. A candidate who is registered for the PhD and who has not yet submitted the thesis for examination may apply to the Campus Committee to change registration to MPhil and submit the thesis for examination for the MPhil degree. Where these applications are granted, the registration for the PhD will lapse and the registration for the MPhil will be deemed to have started from the date of registration for the PhD.

Full-time and Part-time Registration

50. Candidates are initially registered as full-time or part-time students but may change their registration.

51. Full-time students may take employment for not more than twelve hours per week without losing their full-time status. Teaching and Research Assistants shall be registered as fulltime students.

52. A candidate who is employed for more than twelve hours per week shall be registered as a part-time student.

53. A candidate who has been registered as a full-time student for two years in the case of the MPhil or three years in the case of the PhD shall not benefit from any extension of time for completion of the requirements of the degree by virtue of any change to part-time registration thereafter.

TIME LIMITS FOR REGISTRATION

54. The minimum period of registration for the MPhil is 2 years full-time, and for the MD and PhD is 3 years full-time, unless the Campus Committee in any particular case otherwise decides.

55. Candidates for the MPhil are required to submit their theses for examination within 3 years of their initial registration for full-time studies or, subject to Regulation 53, within 5 years of their initial registration for part-time studies, unless the Campus Committee in any particular case otherwise decides.

56. Candidates for the MD and PhD are required to submit their theses for examination within 5 years of their initial registration for full-time studies or, subject to Regulation 53, within 7 years of their initial registration for part-time studies, unless the Campus Committee in any particular case otherwise decides.

57. The minimum period of registration for a taught Master's degree shall be one year for full-time students and two years for part-time students, unless the Board for Graduate Studies and Research in any particular case otherwise decides. Assessment

of the taught component must be completed before a research paper or project report can be submitted for examination. A candidate who is permitted to re-write any component of the programme is allowed a consequential extension of these time limits.

58. A candidate whose period of registration is about to end (see Regulations 55-56) may apply for an extension of time. Such application must be accompanied by a statement explaining why the thesis, research paper or project report has not been completed and indicating how much work remains to be done. Campus Committees may approve extensions of time limits of up to 1 year for submission of Project Reports and Research Papers, and up to 2 years for MPhil, MD and PhD theses.

59. Extensions of time limits in excess of those in Regulation 58 may be granted by the Campus Committee where it considers that exceptional circumstances exist.

STUDENTS REQUIRED TO WITHDRAW

60. Where a candidate does not meet the final deadline for submission of any requirement for a graduate diploma or degree (see Regulations 58-59), that candidate's registration and the right to re-registration expire at the end of the academic year during which the final deadline occurs. Such candidates are deemed to have been required to withdraw.

61. Students registered in graduate diplomas or taught Master's degrees may be required to withdraw by the Campus Committee at the end of either Semester I or II, or for programmes in which modular courses are delivered, at any point within a Semester, on account of poor performance as may be prescribed in Faculty Regulations.

62. Candidates required to withdraw at the end of Semester I shall be refunded any fees already paid towards Semester II.

RE-ADMISSION OF CANDIDATES

63. The re-admission of applicants who have been required to withdraw must be approved by the Campus Committee. Such applicants will not be considered for re-admission within two years of their withdrawal, unless the Board for Graduate Studies and Research in any particular case otherwise decides.

64. Applicants re-admitted to a graduate diploma or degree programme may, with the approval of the Campus Committee, be credited with courses passed during the applicant's previous registration provided that not more than five years have lapsed since the date of expiry of the applicant's previous registration, and that the course content has not changed significantly in the interval. An applicant may be allowed credit for courses passed after more than five years have lapsed provided the relevant

Head of Department submits in writing the reasons for the recommendation, for the approval of the Board for Graduate Studies and Research. Approval of such credit will be granted only where the candidate's performance has been significantly better than a minimal pass, unless the Board for Graduate Studies and Research in any particular case otherwise decides.

REGISTRATION OF QUALIFYING CANDIDATES

65. Candidates for admission to graduate diploma and degree programmes may be required by the Board for Graduate Studies and Research to take qualifying courses and to write examinations in these courses. Such candidates shall be registered as qualifying students and not as candidates for the diploma or degree. The qualifying courses shall be recommended by the relevant Head of Department for approval by the Campus Committee.

66. Students who are required to write qualifying examinations shall do so within two semesters of registration as a full-time student or four semesters of registration as a part-time student. The examination shall be conducted through the Campus Registrar who shall advise the candidates of the date, time, and place, not later than four weeks in advance of the examination.

67. Students will not be allowed to repeat a qualifying examination or any part thereof, except in exceptional circumstances and with the approval of the Campus Committee, on the recommendation of the examiners.

68. Students cannot proceed to register for a graduate diploma or degree programme unless they have successfully completed the required qualifying examinations.

DEPARTMENTAL EXAMINATIONS

69. Candidates for admission to graduate diploma and degree programmes who are deemed generally acceptable but deficient in knowledge of particular aspects of the subject concerned may be required to follow courses, specified by the Campus Committee on the recommendation of the Head of Department, in addition to the courses required for the diploma or degree, and to pass the appropriate examinations before submitting any thesis, research paper, or project report as required. Such examinations shall be termed Departmental Examinations.

70. Students who are required to write Departmental Examinations shall register for the appropriate examination at such time as is determined by the Campus Committee, on the recommendation of the Head of Department. The examinations shall be conducted through the Campus Registrar, who shall advise the candidates of the date, time and place not later than four weeks in advance of the examination.

COURSE OF STUDY

Graduate Diplomas and Taught Master's Degrees

71. The course of study for a graduate diploma or taught Master's degree shall include, in addition to the required courses, supervised research work culminating in the submission of a research paper or project report, except where Faculty Regulations otherwise prescribe. The subject of any such research paper or project report shall be recommended by the relevant Head of Department to the Campus Committee for approval not later than two months before the date of submission of the research paper or project report.

Research Degrees

72. A candidate for the PhD, MPhil or MD may be required to follow such courses of study, and to undertake such other work, as may be approved by the Campus Committee on the recommendation of the relevant Head of Department, and to pass the appropriate examinations before submitting the thesis.

RESEARCH SEMINARS

73. Students enrolled for an MPhil degree must satisfactorily complete at least two research seminars, to be convened by the relevant Head of Department, prior to the submission of the MPhil thesis. Students enrolled for a PhD or MD degree must satisfactorily complete three such seminars. Assessment of the students' seminars must be included in their Progress Reports.

PROGRESS REPORTS

74. Each Chief Supervisor, or sole Supervisor as the case may be, on behalf of the student's Committee of Advisors, shall submit to the Campus Committee through the Head of Department, not later than January 31 for Semester I and June 30 for Semester II, a report on the work of any candidate placed under his or her supervision. The report should say what work the candidate has done, assess the work, and indicate what remains to be completed and whether the candidate is on schedule. The Supervisor shall supply the student with a copy of the report, and the student shall be invited to verify that he or she has seen the report.

75. Candidates whose work is at any time reported by their Supervisors to be unsatisfactory may have their names removed from the register of graduate students by the Campus Committee.

76 Where the candidate disagrees with the Supervisor's assessment of the candidate's progress, he or she shall so indicate to the Campus Committee in writing. The Campus Committee shall consider the candidate's objections, together with the Supervisor's

report, and may, if it sees fit, refer the matter for the report from another person qualified under these Regulations to supervise the candidate. If the Campus Committee decides against accepting the Supervisor's assessment, it may, and shall if the candidate requests, replace the Supervisor with another Supervisor appointed after consultation with the Dean of the Faculty and Head of Department.

MARKING SCHEME

77. The marking scheme for graduate degrees and diplomas is as follows:

Passing Grades:

A 70 -100%

B+ 60 - 69%

B 50 -59%

Failing Grade:

F 0 -49%

Where graduate students write undergraduate examinations for graduate credit, or where they are writing qualifying Departmental Examinations, those examinations shall be graded in accordance with the above scheme.

THE AWARD OF DISTINCTION AND OF HIGH COMMENDATION

78. In the case of graduate diplomas and taught Master's degrees which require the submission of a project report or research paper, 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. A candidate failing a course shall be ineligible for the award of distinction.

79. In the case of programmes conducted entirely by courses, candidates must obtain an A grade in at least 70% of the courses, and the average mark of all courses must not be less than 70% to qualify for distinction.

80. High commendation shall be bestowed on a candidate for either the MPhil or the PhD degree where the Examiners are unanimous in their recommendation that such an award should be made.

POSTHUMOUS AWARD OF DIPLOMA OR DEGREE

81. The Board for Graduate Studies and Research shall consider the award of a posthumous diploma or degree only on receipt of a formal request by the candidate's personal representative. The Board shall consider the particular circumstances of each request prior to approving award of the diploma or degree.

82. The posthumous award of a diploma or degree shall be considered only when the thesis, research paper or project report needed to complete programme requirements has been submitted to the Campus Registrar for examination, unless the Board for Graduate Studies and Research in any particular case otherwise decides.

83. Where a candidate dies after submission but prior to forwarding of the thesis, research paper or project report for examination, the Campus Registrar shall in all cases inform the examiners of the status of the candidate. Where the examiners require only editorial changes, the Campus Committee may authorize the candidate's Supervisor to effect such changes. Where examiners require substantive changes, the matter shall be referred to the Board for Graduate Studies and Research for determination.

84. Where a candidate dies after examiners have reported, but prior to completing required corrections, the procedure at Regulation 83 shall apply with respect to the required changes.

CHEATING

85. Cheating is any attempt to benefit oneself or another by deceit or fraud. Plagiarism is a form of cheating. Plagiarism is the unauthorized and unacknowledged use of another person's intellectual efforts, ideas and creations under one's own name howsoever recorded, including whether formally published or in manuscript or in typescript or other printed or electronically presented form. Plagiarism includes taking passages, ideas or structures from another work or author without attribution of such source(s), using the conventions for attributions or citing used in this University. Since any piece of work submitted by a student must be that student's own work, all forms of cheating, including plagiarism, are forbidden.

86. (a) If any candidate is suspected of plagiarism in a thesis, research paper, project report or course-work assignment, the circumstances shall be reported in writing to the Campus Registrar. The Campus Registrar shall refer the matter to the Board for Graduate Studies and Research. If the Chair so decides, the Board shall invite the candidate for an interview and shall conduct an investigation. If the candidate fails to attend the interview, and does not offer a satisfactory excuse, the Board may hear the case in the candidate's absence. If the candidate is found guilty of plagiarism, the Board for Graduate Studies and Research shall fail the candidate and may, subject to the candidate's right of appeal to Senate, exclude him or her from all further examinations of the University.

(b) Appeals against decisions of the Board for Graduate Studies and Research shall be heard by an Appeal Committee of Senate. Such an Appeal Committee may uphold or reverse the decision and may vary the penalty in either direction within the limits prescribed in (a) above.

The decision of the Appeal Committee of Senate shall be final.

DEFINITIONS AND NOTES

In Sections 1, 2 and 3 of these Regulations for Graduate Diplomas and Degrees: Campus Committee means the Campus Committee for a Campus of the Board for Graduate Studies and Research; Department includes an Institute, Centre or other Unit of Learning and Research;

Head of Department means the Head, however styled, of a Department;

Programme means the schedule of courses to be passed, and other academic requirements, for the award of a Graduate Diploma or Degree to which these Regulations apply;

Admission to a Programme means the acceptance of the candidate's right to register to participate in the Programme as a student;

Campus Registrar includes any Assistant Registrar made responsible by the Campus Registrar for the administration of matters pertinent to Graduate Studies and Research.

These Regulations should be read in conjunction with the Manual of Procedures for Graduate Diplomas and Degrees.

SECTION 2
REGULATIONS FOR WRITTEN EXAMINATIONS AND
COURSEWORK
GENERAL EXAMINATION REGULATIONS

1. Candidates taking courses for graduate diplomas and degrees shall be examined by means of one or more of the following:

(a) Written Examinations;

(b) Coursework, which shall include practical work, dissertations, essays, projects, studies and other forms of course-work exercise or written test prescribed by Faculty Regulations and approved by the Board for Graduate Studies and Research;

(c) Oral Examinations, if recommended by the Examiners of written examinations or coursework and approved by the Campus Committee.

2. Candidates are required to pass in both written examinations and coursework at the first attempt. In respect of any candidate who fails the coursework or written examination at the first attempt, the Board of Examiners shall recommend to the Campus Committee whether a second attempt should be permitted.

3. Candidates permitted a second attempt at a course, having failed either the coursework or the written examination at the first attempt, will be required to rewrite only that component (written examination or coursework) failed, unless the Campus Committee in any particular case otherwise decides. Marks allotted to the component passed at the first attempt will be credited to the candidate at his or her second attempt at the course.

4. No candidate will be permitted to repeat the examination in any one course on more than one occasion, unless the Board for Graduate Studies and Research in any particular case otherwise decides.

5. The number of courses in which a candidate may be permitted a repeat examination shall be specified in the Faculty Regulations for the particular programme, subject to the approval of the Board for Graduate Studies and Research.

6. Candidates who repeat the examination in any course shall not be eligible for the award of a diploma or degree with distinction.

7. The conduct of examinations in conformity with these Regulations and the decisions of the Senate shall be under the overall administrative control of the University Registrar. However, in an emergency affecting the conduct of an examination, the Campus Registrar shall act on the advice of the Chairman of the Board for Graduate

Studies and Research or the Chairman of the relevant Campus Committee for Graduate Studies and Research, who shall consult the relevant Dean and Head of Department.

8. Any of these Regulations for written examinations and coursework in graduate diplomas and degrees may be waived by the Chairman of the Board for Graduate Studies and Research, who shall report his or her action to the next meeting of the Board.

WRITTEN EXAMINATIONS

Appointment of Examiners

9. Every written examination for a graduate diploma or degree, whether taken at one time or in sections, shall be set and graded by two Internal Examiners, one of whom shall be appointed First Examiner.

10. Examiners shall be appointed by the Campus Committee, following receipt of nominations from Heads of Departments. Such nominations should be submitted no later than the second week of the Semester in which the examination will be held.

11. The minimum qualifications required for an Internal Examiner are:

- (a) An appointment in the grade of Lecturer or above;
- (b) A record of scholarly publications;
- (c) At least three years' experience as an Examiner at an approved University.

12. (a) A Head of Department wishing to recommend for appointment as an Examiner a staff member who does not satisfy one or more of the qualifications listed in Regulation 11 shall make an appropriate case to the Campus Committee.

(b) In instances where part-time members of staff are being nominated as Internal Examiners, their degrees, relevant qualifications, lists of publications, University titles and current academic appointments shall be submitted to the Campus Committee.

13. The Campus Committee shall recommend to the Board for Graduate Studies and Research those courses, or groups of courses, in which it is not necessary to appoint External Examiners or in which it is desirable to appoint Independent Examiners.

14. External Examiners shall be appointed by the Campus Committee following receipt of nominations from the relevant Head of Department.

15. A person who is currently a member of staff, or on the Council or the Strategy Committee of the University, or who has so served within the prior five year period, shall not be appointed External Examiner.

16. An External Examiner shall not be appointed for any course for more than three years in the first instance. Such appointment may not be extended beyond one

additional three year period, unless the Board for Graduate Studies and Research in any particular case otherwise decides.

17. At the time of nomination of External Examiners, their degrees, relevant professional qualifications, lists of publications, University titles and current academic appointments shall be submitted to the relevant Campus Committee.

Declaration of Interest

18. (a) All categories of staff are required to submit a declaration of interest to the Campus Registrar if they have a relative writing an examination in which they are involved. Failure to comply with this regulation will result in the candidate's results being declared null and void and the staff member being reported to the Disciplinary Committee.

(b) Where a member of staff has a relative writing examination for a course taught by him or her, that member shall be divorced from the setting of the examination paper and another Examiner must be appointed to set the paper and to examine a sample of the scripts, including the script(s) of the relative. Such sample should comprise 10% of the total scripts, but in no case be fewer than five scripts.

(c) For the purposes of these Regulations, a person shall be deemed to be related to the candidate as a parent, child, grandparent, grandchild, step-parent, step-child, sibling, spouse, fiancé, fiancée, or cohabitee, or any offspring of the above.

Duties of Examiners and Heads of Departments

19. The duties of the First Examiner shall include:

(a) Setting the question paper in consultation with the other Internal Examiner(s);

(b) Preparing a camera-ready copy of the draft question paper;

(c) Ensuring that all scripts are seen by two examiners;

(d) Determining the marks, including standardizing the marks between different examiners where necessary, and preparing the mark sheets;

(e) Forwarding copies of the signed mark sheets by the prescribed deadline to the Campus Registrar on completing the examination of each course;

(f) Forwarding to the External Examiner through the Campus Registrar, on completion of marking: mark sheets appropriately signed; the final question paper(s); the relevant marking schemes; solutions and other relevant examination material including course objectives; and a sample of the scripts and coursework assignments covering performance at all grades, chosen in consultation with the other Internal Examiners (see Regulations 28, 30, 63).

20. The Head of the Department, or his or her nominee, is responsible for the administrative arrangements involved in the setting and marking of examination papers and the submission of draft papers to the Campus Registrar. When the Head of

Department does not undertake this responsibility, the person nominated to replace him or her must be approved by the Campus Committee.

21. The Internal Examiners shall be responsible for the preparation of draft question papers as specified under Regulation 34, for the marking of other examination exercises, and for participation in oral examinations where required.

22. All Examiners marking scripts must perform full examining duties.

23. The Internal Examiner(s) shall be in attendance at the start and during the first half hour of each written examination, except where the examination is held in a country where there are no resident Examiners. In such circumstances, the First Examiner shall be available for the first half hour of the examination to respond to telephone enquiries.

24. The minimum duties of the Head of the Department or his nominee shall be to ensure that:

- (a) The agreed draft examination papers are submitted to the Campus Registrar by the dates prescribed, and that such question papers are signed by the Internal Examiners;
- (b) The proofs of examination papers are checked by the Internal Examiner(s), and final specimen papers are similarly checked prior to the examination;
- (c) The scripts are marked by both Internal Examiners;
- (d) The scripts, signed marksheets and other relevant examination material are returned to the Campus Registrar within two weeks of the date of the examination.

25. In cases where the Head of the Department, or his or her nominee, encounters problems in ensuring the smooth running of the examination process, he or she shall notify the Campus Registrar in writing, with a copy to the person(s) concerned.

26. All Examination material (papers, scripts or otherwise) shall be addressed to the Campus Registrar under confidential cover, and handed in personally to the Examinations Section or Graduate Section of the relevant Registry by the Head of Department or by the First Examiner. In no circumstance shall a script or other completed examination exercise leave a country unless it has been marked by at least one Internal Examiner, or a facsimile copy has been made.

27. Formal consultation between Internal Examiners and the External Examiner(s) shall be conducted through the relevant Campus Registrar.

28. There may be full External Examination of any course or External Examination through *post facto* review. With respect to External Examination through *post facto* review, the External Examiner shall receive, for each of the courses for which he or she is responsible, a copy of the question paper, the mark sheet, marking scheme and

solutions, a sample of the scripts, and where relevant (see Regulation 63), a sample of the coursework.

29. The duties of the External Examiner in *post facto* reviews shall include:

- (a) Undertaking a review of the standard of each examination after the scripts have been marked, and where relevant (see Regulation 63), of the standard of the coursework;
- (b) Acting as a reviewer, and advising in this capacity on curricular matters in the area of study to which he or she is appointed;
- (c) Writing a report to the Campus Registrar on each course examined. Copies of reports of External Examiners shall be sent by the Campus Registrar to the relevant Head of Department, Faculty Dean and Campus Committee, and to the Chairman of the Board for Graduate Studies and Research. The External Examiner shall submit his or her report no later than four weeks after the end of the examination period for Semester I and six weeks after the end of the examination period for Semester II.

30. With respect to External Examination where the full examination process has been retained, the External Examiner shall receive:

- (a) Syllabuses, course objectives and all relevant marking schemes;
- (b) The examination scripts and such other relevant examination material as may be referred to him or her in accordance with decisions of the Board for Graduate Studies and Research;
- (c) The marksheets appropriately signed;
- (d) The approved examination question paper(s) and, where appropriate, solutions;
- (e) The coursework assignments, where relevant (see Regulation 63);
- (f) Any other relevant information.

31. The minimum duties of the External Examiner in the full external examination process shall be:

- (a) To review and comment on the examination paper(s) and such other examination material as may be referred to him or her by the First Examiner through the Campus Registrar;
- (b) To assess students' examination scripts, coursework assignments (when sent to the External Examiner; see Regulation 63) and other responses, and to recommend marks in any case in which he or she does not agree with the mark awarded by the Internal Examiners. The

External Examiner shall include in his or her report the reasons for any substantial disagreements so indicated. When such disagreement affects the issue of pass or fail, the External Examiner should fax his or her mark to the appropriate Campus Registrar as soon as possible;

- (c) To report to the relevant Campus Registrar within six weeks of the receipt of the scripts on the standard of the examinations as a whole, giving reasons for any substantial changes which he or she may have recommended in the marks awarded by the Internal Examiners;
- (d) To comment in the report on the relevance of the examination paper(s) and coursework topic(s), as appropriate, to the course objectives;
- (e) To comment on comparability of the course(s) with those in similar programmes in other institutions, and to make recommendations where appropriate for the general improvement of the course(s);
- (f) To perform such other duties as may be required by the Board for Graduate Studies and Research.

32. Each External Examiner shall return to the Campus Registrar, in sealed registered packets, all scripts, mark sheets and such other examination materials as may have been referred to him or her. These should be sent by airmail unless they need to be returned more urgently for the attention of the Board of Examiners.

33. Copies of reports from External Examiners, where the full external examination process has been retained, shall be sent by the Campus Registrar to the relevant Campus Committee, Faculty Dean and Head of Department.

Confidentiality and Format of Question Papers

- 34. (a) The final draft question paper(s) shall be signed by the Internal Examiners and shall be on such form(s) as the University Registrar may prescribe.
- (b) The final approved question paper(s) shall be printed or otherwise reproduced as prescribed by the Campus Registrar.
- (c) The setting of the examination question paper should be based on full consultation between the Internal Examiners, and should normally reflect the consensus of all examiners concerned.
- (d) No question paper shall be adopted as an examination paper unless it has been signed by the Internal Examiners.

35. Examiners must not transmit question papers by facsimile machines or other means of unencrypted telecommunication. All examiners are required to preserve secrecy of examination material (question papers, scripts, marks or otherwise) at all stages until final results are published. Information may be disclosed only to those colleagues or officials of the University specifically appointed to deal with the examination concerned.

Conduct of Written Examinations

36. Instructions to candidates taking written examinations, and duties of Invigilators, shall be as in the University Examination Regulations for First Degrees, Diplomas and

Certificates, except that functions assigned to the Campus Committee on Examinations, its Chairman, or the Chairman of the Board for Undergraduate Studies, shall be performed respectively by the Campus Committee for Graduate Studies and Research, its Chairman, or the Chairman, Board for Graduate Studies and Research.

37. The dates of all examinations, other than Special Examinations, shall be as prescribed by the Campus Registrar in accordance with Faculty Regulations.

38. The Examination Timetable, in respect of written examinations, shall be published at least one month before the series of examinations begins. Any changes in dates after publication shall be brought to the attention of candidates by means of additional notices posted on the official Examination Notice Board at each Campus. Candidates will not be informed individually of such changes. In no case will any such change be made later than one week prior to the commencement of the series of examinations.

39. Each Chairman of a Campus Committee is authorized to grant permission for the holding of a Special Examination on the recommendation of the relevant Head of Department, provided that prior consultation has taken place between the Campus Committee Chairman and the Chairman of the Board for Graduate Studies and Research.

40. Examinations being taken by both full-time and part-time students will be scheduled in accordance with the full-time programme.

41. No candidate shall be admitted to any examination unless:

(a) He or she has satisfied all the requirements and passed all the qualifying examinations prescribed in the Regulations; or

(b) He or she has been exempted from any such requirements by the Board for Graduate Studies and Research on the recommendation of the relevant Head of Department.

42. Any candidate who has been absent from the University for a prolonged period during the academic year for any reason other than certified illness, or whose attendance at prescribed, lectures, classes, practical classes, tutorials or clinical instructions has been unsatisfactory, or who has failed to submit essays or other exercises set by his or her teachers, may be debarred by the Board for Graduate Studies and Research, on the recommendation of the relevant Head of Department, from taking any University examination.

43. Any student who, having registered for a course and examination, fails to take the examination shall be deemed to have failed the examination unless the Board for

Graduate Studies and Research, on the recommendation of the relevant Head of Department, in any particular case otherwise decides.

44. If the performance of a candidate in any part of any examination is likely to have been affected by factors of which the examiners have no knowledge, the candidate may report the circumstances in writing to the Campus Registrar. If the candidate decides to report such circumstances, he or she must do so within seven days of that part of the examination which may have been affected.

45. The Campus Registrar may pass the information referred to in Regulation 44 to the Chairman of the Board of Examiners, if in his or her opinion it is likely to assist the examiners in the performance of their duties. Boards of Examiners shall not take cognizance of illness, or other circumstances claimed to affect the performance of candidates, if these have not been referred to them by the Campus Registrar.

46. Any student who, for reason of permanent or temporary incapacity, desires special arrangements during examinations shall apply to the Campus Registrar through the relevant Dean of the Faculty or Head of Department. The arrangements desired should be specified, and the Campus Registrar may require a Medical Certificate as proof of such incapacity. Such student(s) shall be given extra time in which to write the relevant examination(s). The Campus Registrar shall inform the Board of Examiners of the circumstances in which the examination was performed.

47. Any amanuensis or secretarial assistance provided to handicapped or incapacitated students shall be approved by the Campus Registrar. The University will normally defray the additional costs involved. No extra time shall be allowed for any examination so written.

48. In cases of illness, the candidate shall present to the Campus Registrar a medical certificate, as proof of illness, signed by the University Health Officer or by other Medical Practitioners approved for this purpose by the University. The candidate shall send the medical certificate to the Campus Registrar within seven days from the date of that part of the examination in which the performance of the candidate is affected. A certificate received after this period will be considered only in exceptional circumstances.

49. Where, in the opinion of the medical advisor concerned, a student is unable to submit a medical certificate in person, the medical advisor may do so on his or her behalf, within the time period prescribed in Regulation 48.

50. In the case of written examinations, every script shall bear the candidate's index number but not his or her name.

51. The place, time and date at which a written examination shall be held will be determined by the Campus Registrar.

52. A candidate must not directly or indirectly give assistance to any other candidate, or permit any other candidate to copy from or otherwise use his or her papers. A candidate must not directly or indirectly accept assistance from any other candidate or use any other candidate's papers. These behaviours will be regarded as cheating.

53. (a) If any candidate is suspected of cheating, the circumstances shall be reported in writing to the Campus Registrar. The Campus Registrar shall refer the matter to the Chairman of the Board for Graduate Studies and Research. If the Chairman so decides, the Board shall invite the candidate for an interview and shall conduct an investigation. If the candidate fails to attend the interview, and does not offer a satisfactory excuse, the Board may hear the case in the candidate's absence. If the candidate is found guilty of cheating or of attempting to cheat, the Board shall disqualify the candidate from the examination and may, subject to the candidate's right of appeal to Senate, exclude him or her from all further examinations of the University. The Board for Graduate Studies and Research, in dealing with such cases, shall proceed as prescribed in the University Examination Regulations for First Degrees, Diplomas and Certificates.

(b) Appeals against decisions of the Board for Graduate Studies and Research shall be heard by an Appeal Committee of Senate. Such an Appeal Committee may uphold or reverse the decision and may vary the penalty in either direction within the limits prescribed in (a) above.

The decision of the Appeal Committee of Senate shall be final.

COURSEWORK REGULATIONS

54. Any coursework component which is intended to count towards the final mark for a course must be approved by the Board for Graduate Studies and Research.

55. The relevant Head of Department must advise the students in writing about the coursework requirement before the end of the second week of the semester in which the coursework assignment is due, unless the Campus Committee in any particular case otherwise decides. Copies of this advice must be posted on the appropriate Faculty or Department Notice Boards.

56. The submission date(s) of coursework assignments which count towards the final mark for a course shall be posted on Faculty or Departmental Notice Boards at least two weeks in advance of the submission date(s) for the particular assignments.

57. Any student who fails to submit a coursework assignment which is intended to count towards the final mark for a course by the posted submission date, shall be deemed to have failed the assignment unless the Campus Committee, on the recommendation of the relevant Head of Department, in any particular case otherwise decides.

58. In the case of written examination of coursework, the Lecturer or Internal Examiner for the course shall be present for at least the first half hour of the examination, and appropriate invigilation shall be arranged by the relevant Head of Department for the entire examination.

59. In the case of written examination of coursework, the relevant Head of Department shall determine the place, time and date at which the examination will be held, and this information shall be posted on the relevant Faculty or Departmental Notice Boards at least two weeks in advance of the examination date.

60. For all coursework assignments, and for written examinations of coursework, the candidate's work must bear either the candidate's index number or his or her name, as prescribed by Faculty regulations.

61. Coursework assignments and examinations should be examined by at least two Internal Examiners. Where the Internal Examiners fail to agree on a coursework mark, the Head of Department shall determine the coursework mark in consultation with the Internal Examiners. In such a case, he or she must submit a full report to the Campus Committee.

62. Internal Examiners are permitted to inform students of their grades and marks for individual pieces of coursework as soon as an officially agreed grade and mark are available.

63. In cases where coursework counts for more than forty percent (40%) of the total assessment of a course, the coursework must be sent to the External Examiner in accordance with Regulations 28 and 30.

64. For all coursework assessment, the First Examiner is required to submit to the Head of Department, before the date of the written examination for the course, a coursework marksheet indicating marks for each coursework component and the final coursework percentage and grade.

65. In respect of any courses in which the students collaborate in teams and submit team reports as components(s) of their coursework requirements, the report of each team shall identify which portions of its contents have been contributed by which student, and each student shall be assessed on his or her individual contribution, if

feasible. All coursework shall be written work except where the Board for Graduate Studies and Research gives approval for an alternative procedure.

ORAL EXAMINATIONS

66. The Examiners appointed to examine a written paper may put oral questions to a candidate in any case in which they believe that this will help towards a more accurate assessment, if the Chairman of the Campus Committee so approves. In cases of students failing a course, being allowed an oral examination, and performing satisfactorily in the oral examination, the Examiners shall recommend a passing mark of no more than 50% for the course.

67. A candidate must attend an oral examination at the time and place designated by the Campus Registrar.

68. Oral examinations will be conducted by at least two examiners under the Chairmanship of the relevant Head of the Department or a senior member of the Faculty nominated by the Chairman of the Campus Committee, if the Head of the Department is absent or is an Examiner. A report of proceedings must be submitted to the Campus Committee.

69. In no instance shall the Chair of an oral examination be taken by an examiner.

70. The examiners at an oral will normally be the persons who examined the written paper, but if one examiner is not available, the Chairman of the Campus Committee, in consultation with the relevant Head of Department, may appoint another examiner in his or her place. Such an examiner must be provided with the examination material on which the candidate is to be orally examined.

EXAMINERS' MEETINGS AND PASS LISTS

71. The marks obtained by all candidates in each course examined shall be presented by the Internal Examiners to a Board of Examiners.

72. The relevant Head of Department, or Faculty Dean, shall be the Chairman of the Board of Examiners, unless in any particular case the Campus Committee otherwise decides.

73. The Board of Examiners shall consist of all of the Internal Examiners appointed for all the courses offered in the Programme concerned, unless in any particular case the Campus Committee otherwise decides. The Campus Registrar must be notified in advance of all meetings of Boards of Examiners and shall attend and prepare the Minutes thereof.

74. The Chair of the Campus Committee may attend meetings of Boards of Examiners.

75. In cases where full external examination of a course is retained and where the External Examiner's judgement of a candidate's performance is at variance with that of the Internal Examiners, each of the Internal Examiners shall be requested to provide a comment on the External Examiner's position for the guidance of the Board of Examiners and Campus Committee. Where the judgement of the examiners continues to differ, the Campus Committee shall determine the candidate's result in the light of the collective comments of all Examiners.

76. A list of candidates and their results in every examination shall be drawn up at each meeting of a Board of Examiners, signed by the Chairman of the meeting, and communicated to the Campus Registrar for approval of the Campus Committee.

77. All examination results and Pass Lists shall be approved by the Campus Committee.

78. Pass Lists, signed by the Chairman of the Campus Committee, shall be forwarded to the Board for Graduate Studies and Research, together with any special recommendations from Internal and External Examiners.

79. (a) All proceedings at meetings of examiners shall be strictly confidential. Except as provided for in (b) and (c) below, examination results, grades and marks shall not be communicated in advance of publication to anyone except to the appropriate officers of the University. Copies of examination marks circulated to Boards of Examiners shall be treated as secret and confidential. The First Examiner for the course may, after publication of the official Pass List, disclose the final mark to the student.

(b) Heads of Departments, Chairmen of Boards of Examiners, or Chairmen of Campus Committees are permitted, in cases where this is considered necessary, to advise students in relation to their continuing registration on the basis of their performance at examinations before the final results are published.

(c) In respect of coursework, examiners can inform students of their marks and grades for individual pieces of coursework as provided for in Regulation 62.

(d) After publication of results, the relevant Campus Registrar is authorized to issue final examination marks and grades to individual students. Heads of Departments are also authorized to issue such marks and grades.

REVIEW OF EXAMINATION RESULTS

80. (a) A student who is dissatisfied with the results of his or her examination should report his or her dissatisfaction in writing to the Campus Registrar. Such a report must be made within four weeks of the publication of results, and in the case of Resit Examinations, within one week of the publication of results.

(b) The Campus Registrar shall forward the student's report to the Chairman of the Campus Committee.

81. The Chairman of the Campus Committee, after scrutinizing the marksheet, shall advise the student on the quality of his or her performance in the examination for which the student has reported dissatisfaction, or shall invite the relevant Head of Department, or his or her nominee, to do so.

82. The student, no later than two working days after seeing the Chairman of the Campus Committee, the Head of Department or his or her nominee, may inform the Campus Registrar that he or she wishes to have the examination re-marked, and must pay a fee of BDS\$125.00 or J\$2000.00 or TT\$375.00, to have this done.

83. The right to report dissatisfaction and request a re-mark shall apply to both the coursework and written examinations.

84. (a) Where a re-marking is requested, the Campus Registrar shall inform the Chairman of the Campus Committee, who shall request the relevant Head of Department, or in his or her absence the relevant Faculty Dean, to nominate a new and independent Examiner from within or without the University for appointment by the Chairman of the Campus Committee, to re-mark the examination script or coursework.

(b) Where the Head of the Department is an Examiner, the nomination shall be made by the Dean. Where both the Dean and the Head of the Department are Examiners, the Chairman of the Campus Committee shall make the appointment after such consultation, as he or she considers appropriate.

85. The Campus Registrar shall inform the candidate of the result of the re-marking.

86. Where the re-marking under Regulation 82 results in a higher mark than that previously recorded, the fee shall be refunded, provided that the increased mark results in a change of grade.

87. The results of the re-marking shall be conveyed by the Campus Registrar to the Chairman of the Campus Committee, the Chairman of the Board of Examiners and the relevant Head of Department.

88. The Chairman of the Campus Committee shall, if necessary, issue an amended Pass List for submission to the Board for Graduate Studies and Research.

89. The Campus Registrar shall make an annual report to the Board for Graduate Studies and Research where scripts have been re-marked.

SECTION 3

REGULATIONS FOR THE EXAMINATION OF RESEARCH PAPERS, PROJECT REPORTS AND THESES

APPOINTMENT OF EXAMINERS

1. All examiners shall be appointed by the Campus Committee on behalf of the Board for Graduate Studies and Research, on the recommendation of the relevant Head of Department.
2. For all theses, and for all research papers and project reports contributing more than 25% of the programme credit rating, at least three examiners shall be appointed, one of whom shall be external.
3. For each research paper, project report or thesis, one of the examiners shall be the Supervisor, unless the Board for Graduate Studies and Research in any particular case otherwise decides.
4. For oral examinations, and for practical or written tests required by examiners after reading theses, research papers or project reports, the examiners shall be the same persons initially appointed by the Campus Committee, but the Board for Graduate Studies and Research may, at its discretion, appoint examiners specifically for oral examinations.
5. Examiners shall be nominated by the relevant Head of Department at least three months before the proposed date of submission for theses, and at least two months before the proposed date of submission for research papers and project reports. Heads of Departments are required to submit the names of nominated Examiners to the Campus Committee, and to advise Internal Examiners of their nomination, in writing.
6. The Campus Registrar shall inform Examiners of their appointment by the Campus Committee.

EXAMINATION OF RESEARCH PAPERS AND PROJECT REPORTS

7. The regulations applicable to examination of theses shall not apply to examination of research papers or project reports which constitute 25% or less of the programme credit rating. These shall be examined as follows:
 - (a) Research papers or project reports shall be assigned a mark by each Internal Examiner who shall report individually on his or her assessment of the work. Should the marks differ substantially, the agreed mark will be mediated by the Campus Committee in accordance with the Manual of Procedures for Graduate Diplomas and Degrees.

(b) Candidates shall not be required to make corrections to research papers or project reports before the award of a final grade, except in instances where minor corrections would enable a marginal failure (45-49%) to be awarded the minimum passing mark (50%).

(c) A research paper or project report which has been failed by the examiners will be allowed only one re-submission. The re-submission must be within a six month period following initial notification of the failure. Re-submitted research papers or project reports will only receive the minimum passing mark (50%).

(d) Research papers or project reports assigned an A grade shall be lodged in the Campus Library. Research papers or project reports assigned a lesser grade may also be lodged, on the recommendation of the Supervisor to the Campus Committee.

(e) Candidates may be required to make corrections to research papers or project reports to be lodged in the Campus Library to ensure that such work reaches acceptable standards of presentation. Such corrections shall not alter the final grade assigned.

8. Research papers or project reports for which the credit weighting is greater than 25% shall be examined as a thesis, but a grade and mark shall be assigned. Such project reports and research papers will be simultaneously examined by all examiners, who will each submit a report, a grade and a mark. The grade and mark awarded by an examiner may be contingent on revisions suggested by the examiner being made to the satisfaction of the student's Supervisor. Should the marks of examiners differ substantially, the agreed mark will be mediated by the Campus Committee in accordance with the Manual of Procedures for Graduate Diplomas and Degrees.

EXAMINATION OF THESES

Entry for Examination by Thesis

9. The candidate must apply to enter for the examination by thesis on the appropriate entry form not less than three months before the expected date of submission of the thesis. The application must be accompanied by the required examination fee.

10. The candidate must submit the entry form for examination by thesis to the Campus Registrar through the Supervisor who shall indicate his or her approval by signing a Certificate of Completion of Study Form. In signing a Certificate of Completion of Study Form, the Supervisor will be required to separately address (a) The integrity of the thesis, i.e. whether, to the best of his or her knowledge, the work in the thesis was conducted by the student, and (b) The academic content and

technical presentation of the thesis, i.e. whether, in the Supervisor's opinion, the thesis is ready for examination.

11 If the Supervisor has concerns about the integrity of the thesis, he or she shall so indicate to the Campus Registrar in writing, and the Campus Committee shall establish a Review Committee to assess the concern. In such circumstances, the Review Committee will make a recommendation to the Board for Graduate Studies and Research on the admissibility of the thesis for examination.

12. If, in the opinion of the Supervisor, the academic content or technical presentation of the thesis is such that the thesis is not ready for examination, he or she shall so indicate to the Campus Registrar and the candidate in writing. In such circumstances, the Campus Committee will meet with interested parties who may include the candidate, the Supervisor, the student's Committee of Advisors, the relevant Head of Department or, if the Head is Supervisor, the relevant Faculty Dean. Should the consensus from the meetings be that the thesis is not yet suitable for examination, the student should be informed and counseled. Should the student insist on submitting the thesis for examination in the present form, the Board for Graduate Studies and Research may decide that it is appropriate to submit a report of the Campus Committee's deliberations to the Examiners.

13. When a thesis is submitted for examination without the Supervisor's approval, the Supervisor will be exempted from examining the candidate by the Board for Graduate Studies and Research.

14. A candidate must submit for the approval of the Campus Committee, the exact title of his or her thesis at the time when he or she applies for entry to the examination. An approved thesis title may not be changed except with the permission of the Campus Committee.

15. Five copies of the thesis for examination shall be submitted to the Campus Registrar.

16. Candidates will be required to present themselves for any oral, practical or written examination at such place as the University may direct, upon such day or days as shall be notified to the candidates by the Campus Registrar in writing.

17. A candidate for a graduate degree examined by thesis may not submit the thesis for examination on more than two occasions, and in any case, must submit the thesis within the time limits imposed for the particular degree (see General Regulations for Graduate Diplomas and Degrees 55, 56, 58, and 59).

Form of Submission of Theses

18. Requirements for the presentation of theses are set out in the Thesis Guide published by the Board for Graduate Studies and Research. Theses which are not presented in accordance with the provisions of the Guide will not be sent for examination.

Examination Procedures for Theses

19. MPhil, MD and PhD degrees are examined primarily by thesis, but candidates are required to satisfy the Examiners in such oral, practical or written examinations as stipulated by the Board for Graduate Studies and Research and in Faculty Regulations.

20. Subject to Regulations 24-26, the Examiners of a PhD thesis shall, after reading the thesis, examine the candidate orally and may, at their discretion, also examine the candidate practically or by written questions or by both of these methods.

21. If an Examiner of an MPhil or MD thesis deems the thesis generally adequate but wishes to explore the candidate's knowledge of the field of study further, the Examiner may require that the candidate be examined orally, practically, or by written papers, or by both of these methods.

22. Examiners of theses are required to report to the Board for Graduate Studies and Research, through the Campus Registrar, within two months of receipt of a thesis. The report shall contain:

(a) An evaluation of the thesis;

(b) A recommendation in accordance with Regulations 20-27;

(c) An indication of any changes in the thesis which the Examiner thinks should be made before the award of the degree. The Examiners may also recommend the award of high commendation.

23. If, in the opinion of the Examiners, an MPhil thesis is of such high standard and potential that it might be developed into a submission for the PhD degree, the Examiners may recommend to the Board for Graduate Studies and Research that the candidate be permitted to transfer registration to the PhD, but it shall be the right of the candidate at any time to accept conferment of the Master's degree.

24. If, in the opinion of the Examiners, a PhD thesis is of insufficient merit to justify the award of the Ph.D. degree, the Examiners may, without further test, recommend to the Board for Graduate Studies and Research that the candidate be permitted to resubmit the thesis with revision for the MPhil degree, or that the MPhil be awarded without further revision of the work.

25. The Examiners may, without further test, recommend that a thesis be rejected. A candidate whose thesis is rejected by the Board for Graduate Studies and Research after it has received reports from all of the Examiners, shall not be permitted to present the same thesis for examination, or a revised version of the thesis with the same title, unless re-approval of candidature has been granted by the Board for Graduate Studies and Research.

26. If, in the opinion of the Examiners, the thesis is inadequate, but of sufficient merit to justify a second attempt at the examination, the Examiners may, without further test, recommend to the Board for Graduate Studies and Research that the candidate be permitted to resubmit the thesis for examination in a revised form. A candidate who is required by the Examiners to make such major changes to the thesis and to resubmit the thesis in a revised form for examination, must resubmit within eighteen months of the date of notification. The Campus Committee shall send to the candidate pertinent comments of the Examiners relating to the changes they propose.

27. If, in the opinion of the Examiners, the thesis is adequate but defective in ways which do not require it to be resubmitted for examination, they may require the candidate to make such amendments to the thesis as will remove the defects indicated before the award of the degree. Subject to Regulation 28, such changes shall be made after the oral examination for Ph.D. candidates. A candidate who is required by the Examiners to make such amendments to the thesis must do so within a period of six months after the date of notification. The Campus Committee shall specify how these changes are to be made. If the candidate fails to make the alterations required by the

Examiners to the satisfaction of the student's Supervisor and the Campus Committee within that period, and is not granted an extension, he or she will be deemed to have failed the examination.

28. If the reports of the Examiners indicate that a thesis requires extensive revision, but not re-submission in accordance with Regulation 26, the Chairman of the Board for Graduate Studies and Research may, at his or her discretion, direct that the candidate be requested to satisfactorily effect such revision prior to any oral examination of the candidate, and such revision should be completed within twelve months of the date of notification.

29. If, in the opinion of the Examiners, the thesis is adequate but the candidate fails to satisfy the Examiners at the oral, practical, or written examination held in connection therewith, the Examiners may recommend to the Board for Graduate Studies and Research that the candidate be permitted to submit to a further oral, practical or written examination within a period not exceeding eighteen months from the decision of the Board for Graduate Studies and Research.

30. If, in the opinion of the Examiners, the thesis is adequate, and if the candidate satisfies the Examiners in any oral, practical or written examination required, the Examiners shall recommend to the Board for Graduate Studies and Research that the degree be conferred. Where Examiners recommend conferment of the degree, they are required to certify that the thesis is worthy of publication as a thesis approved for the degree of Master of Philosophy (MPhil), Doctor of Medicine (MD) or Doctor of Philosophy (Ph.D.) of the University of the West Indies.

31. Oral examinations will be held within one month of receipt of the written reports of all of the Examiners, unless the Campus Committee in any particular case otherwise decides.

32. Candidates will be required to present themselves for any oral, practical or written examinations at such place, time and date as shall be notified to them by the Campus Registrar in writing.

33. An oral examination shall be Chaired by a senior academic appointed by the Campus Committee and shall be conducted simultaneously by at least two examiners. One of the examiners shall be the Supervisor of the candidate, unless the Board for Graduate Studies and Research in any particular case otherwise decides. The Board for Graduate Studies and Research may, at its discretion, appoint examiners specifically for the oral examination.

34. The Chairman of the oral examination and the examiners shall send a report on the oral examination to the Board for Graduate Studies and Research in which they shall report on the candidate's knowledge of his or her field of study and make a recommendation in accordance with the relevant clauses of these Regulations. The report should provide the Board with the details of any further changes required of the candidate by the examiners before recommending the award of the degree.

35. Candidates who fail to present themselves for any oral or written examination, or who fail to resubmit a revised thesis within the time periods specified in these Regulations, will be deemed to have failed the examination.

Appendix B

Thesis Guide

A GUIDE FOR THE PREPARATION OF THESES, RESEARCH AND PROJECT REPORTS

INTRODUCTION

This Guide is intended as a supplement to the University Regulations for Higher Degrees. Candidates should also consult their departments for specific Faculty requirements. Candidates are advised to acquaint themselves with the recommendations of this Guide in the early stages of preparation, even though some of the recommendations apply only to the final stages. The Guide is also provided for the information of supervisors whose responsibilities include ensuring that candidates follow its recommendations. A thesis which does not follow the approved format will not be accepted and the degree will not be conferred until an acceptable standard has been met.

THESIS PREPARATION

The thesis must be written in English, but the Board for Graduate Studies and Research may, in special circumstances, on application from candidates in the Departments of Foreign Languages, and Literature, and on the favorable recommendation of the Faculty Sub-Committee, give permission for theses to be written in a language other than English.

The greater portion of the work submitted for examination must have been done subsequent to the initial registration of the student as a candidate for the degree.

The thesis must form a distinct contribution to the knowledge of the subject and afford evidence of originality shown either by the discovery of new facts or by the exercise of independent critical power. It must be of satisfactory literary standard and must be suitable for publication as a thesis of the University of the West Indies. The thesis must consist of the candidate's account of his/her own research. It may describe work done in conjunction with his/her Supervisor provided that the candidate clearly states his/her personal share in the investigation and that his/her statement is certified by the Supervisor.

A paper written or published in the joint names of two or more persons, one of whom is the candidate, may be included as a part of a thesis provided that the role that the candidate played in the work described in the paper, and the contribution of the other authors are clearly explained. No thesis shall consist wholly of previously published work. The candidate may indicate in a preface how far the thesis embodies the result of his/her own research or observation, and in what respect his/her investigations appear to him/her to advance the study of his/her subject.

A candidate will not be permitted to submit a thesis consisting wholly of work for which a degree has been conferred on him/her in this or any other University; but a candidate shall not be precluded from incorporating work which he/she has already submitted for a degree in this or any other University in a thesis covering a wider field,

provided that he/she shall indicate in the preface to his/her thesis any work done which has been so incorporated.

A thesis must be submitted in a form that can be reproduced in a clear and usable format, and since a thesis will be stored for many years, it must also be in a form that is durable. Durability depends on the choice of binding and the quality of paper used.

Close attention should be paid by the student to the following criteria:

- a) the text and all illustrative material should be clear and error free;
- b) paper of good quality should be used;
- c) margins on each page should be as specified in the General Regulations for Graduate Diplomas and Degrees, and in this Guide.

The professional staff of the Campus Libraries is available for advice, before submission on the technical requirements of the thesis, for example, layout, bibliography, footnotes etc.

COLLATION

It is the candidate's responsibility to prepare and assemble all materials for the thesis, and to have the pages of the thesis in correct order.

PAPER

The thesis must be produced on one side only of good quality white bond paper (usually of 20-lb weight) of standard letter – size (8 ½" x 11") or international A4 size (210mm x 297 mm). The same grade of paper must be used throughout the thesis.

PRODUCTION OF MANUSCRIPT

Theses must be produced on an electronic typewriter or, if computer produced, printed on a high quality printer.

(a) Spacing

Double line spacing must be used. Single spacing is permitted within long quotations, footnotes, bibliographic items, appendix items and sub-sections of the Table of Contents. However, between each entry double spacing should be used.

(b) Margins

The top, bottom and right margins should be not less than 1" or 2.5 cm in width, and the left-hand margin should be 2" or 5cm in width to allow for loss in binding.

(c) Typeface

The type should be 10 or 12 pitch/point, and the same typeface must be used throughout the text. Equations and formulae must be typed. Hand insertions in permanent black ink are acceptable only where the instrument cannot make the symbol. A sample page can be submitted to the Library for approval if desired.

QUOTATIONS

Quotations of more than two lines should be set off from the text in single spacing and indented at least four spaces from the left hand margin.

FOOTNOTES/ENDNOTES

Footnotes should be single spaced and placed at the bottom of the appropriate page. If the references are treated as endnotes, they are to be placed in sequence (by chapter) immediately preceding the bibliography.

Form and style will differ from discipline to discipline, but the form and style selected must be maintained throughout the thesis. The recommended Style Manual appropriate to the discipline advises on the preparation and arrangement of footnotes and endnotes.

Footnotes and Endnotes are acceptable.
See *Appendix X* for recommended Style Manuals.

TABLES, FIGURES

A table or figure should appear in the text closely following the point where it is first discussed, usually no further than the page following.

Tables and figures should be listed by number, title and page number in the thesis, and the titles of tables and figures should correspond exactly to the titles which appear in the text. These lists should be placed after the Table of contents. Arabic numbers should be used in two separate sequences for the identification of the Tables and Figures.

CORRECTION OF ERRORS

The thesis must be free of typographical errors.
Corrections made in ink or with opaquing fluid are not acceptable. If a neat erasure cannot be made, the page must be re-typed. Deletions must not be made by crossing out or striking out letters or words. The typed line must be continuous. If the word or words cannot be erased clearly and neatly with proper spacing, the whole line, the paragraph, or the whole page must be re-typed.

Additions of words or phrases must **not** be typed between lines or inserted by hand. The whole page must be re-typed to incorporate the additions. Pages which are obviously insert pages are not acceptable. The surrounding pages should be re-typed to incorporate the material.

PAGINATION

The title page is not numbered or paged in.

The pages before the start of the text must be numbered in lower case Roman numerals. The pages of the text must be numbered in a new sequence of Arabic numerals consecutively throughout the thesis. All page numbers, Roman or Arabic, must be in an exact consistent location, preferably at the top right hand corner of the page, approximately three quarters of an inch down and three quarters of an inch inwards at the top right-hand corner.

Each chapter should begin on a new page.

Appendices should continue the sequence of Arabic numerals. If appendices are pages from other documents, this must be so indicated, by means of a footnote on the first page of the relevant appendix, where a full bibliographic description of the original sources should be given.

The numbering sequence should include all matters which will be part of the bound volume, for example, maps, plans and diagrams, with the exception of structural diagrams in Chemistry theses, should appear on numbered facing pages.

A separate sequence of numbering in lower case Roman numerals should be given to material such as plates, maps, diagrams and tables which are loose and which will be placed in end pockets of bound volumes, or will be bound separately from the typescript. All loose material should bear the candidate's surname, initials, degree and date of submission.

When a thesis consists of two volumes, one continuous numbering sequence should be used for both volumes, i.e. the numbering of the second volume should continue from the numbering of the first volume.

ARRANGEMENT

The following sequence for the arrangement of the thesis should be followed:

Title Page

Declaration Form for the Reproduction of Theses

Abstract

Acknowledgements (if any)
Dedication (if any)
Table of Contents (including Appendices)
Table of Cases (if any)
Table of Statutes (if any)
Table of Constitutional Instruments (if any)
Glossary (if any)
List of Figures, Tables, Illustrations, Charts, etc.
Preface (if any)
Text of Thesis
References (including endnotes as necessary) and/or
Bibliography
Appendices (if any)

TITLE PAGE

The title page shall bear the officially approved title of the work, the name of the University, the degree for which the thesis is submitted, the full name of the candidate as officially registered and the year when the work was submitted for examination. The standard format is given in **Appendices I and II**.

ABSTRACT

Each copy of the thesis shall contain an abstract of not more than 300 words, the first page of which shall be numbered i, (i.e. the lower case Roman numeral). It must include the title "ABSTRACT", the thesis title, the author's name and a summary of the content and conclusions of the thesis. The format is illustrated in **Appendices III**.

The abstract should identify briefly the purpose of the research, the methods used, the results obtained and the significance of the results or findings. Candidates are asked to indicate keywords which best reflect the subject of the thesis to facilitate retrieval of information. These keywords should be placed at the end of the Abstract under the heading **keywords**.

ACKNOWLEDGEMENTS (Optional)

The inclusion of this single page is left to the discretion of the author. The acknowledgements page is a record of the author's indebtedness and should include acknowledgements of permission to use copyrighted material which appears extensively in the thesis.

DEDICATION

Dedication is permissible.

TABLE OF CONTENTS

The Table of Contents should include the Abstract, Acknowledgements, Dedication, Lists of Figures, Tables, etc. which have been placed before the text. The beginning page number of each of these sections as well as that of the chapters, the significant sections, bibliography and other end matter, should be given.

BIBLIOGRAPHY

1. A fundamental rule of good scholarship is that basic research be reliable and correct and all sources be acknowledged.
2. All references whether they be footnotes, endnotes, or bibliographies must conform to certain stylistic requirements. Although the sciences and humanities differ in matters of form, the fundamental principles that govern referencing procedures are the same.
3. Titles or journals when abbreviated in the Reference/Bibliography, should be done in an accepted and consistent style.
4. A recommended style manual appropriate to the discipline should be used for the organization of all references. A list of Style Manuals recommended by each Faculty/Department is given in **Appendices X**.

APPENDICES

The purpose of an appendix is to contain research material which is pertinent to the thesis but which is not essential to an understanding of the work done by the candidate. The appendices should be numbered and should form part of the sequence of pages bearing Arabic numerals. Each appendix must have a title descriptive of its contents, and a list of Appendices must be included in the Table of Contents. (See **Arrangement**).

ILLUSTRATIVE MATERIAL

Photographs or any other illustrative material incorporated into the thesis either should be printed on a single weight photographic paper or be dry-mounted and accurately fixed on thesis paper using a pressure applied adhesive (such as mounted squares). They should not be mounted with staples, cellophane tape, rubber cement, glue, or photo covers as deterioration of the paper may result.

OVERSIZE MATERIAL

Oversize material such as graphics, maps, charts, etc. necessary to the exposition of the thesis can often be reduced in size photographically (photo-reduction) to fit the standard thesis page, or appear as a foldout. A foldout is a page whose left side is bound into the thesis but whose right side can be unfolded in one or more panels, extending, when read, beyond the right side of other thesis pages. The foldout should be carefully folded so that no folds fall outside the thesis margins. The page numbers

should be placed to align with the number of other pages of the thesis. Alternatively, such materials should accompany the bound copy of the thesis in a pocket affixed to the inside back cover of the thesis and paged as advised under **Pagination**.

LENGTH OF THESIS

A thesis submitted for examination shall be the length approved by the Board for Graduate Studies and Research for the Faculty in which the candidate is registered. The candidate must indicate on a loose leaf inserted in the folder the approximate number of words contained in the thesis. A candidate wishing to exceed the prescribed limit must apply for permission to the Board for Graduate Studies and Research through his Supervisor.

The approved maximum lengths of theses are as follows (there are approximately 250-280 words per page):

FACULTY OF SCIENCE & TECHNOLOGY

FACULTY OF PURE & APPLIED SCIENCES

FACULTY OF AGRICULTURE & NATURAL SCIENCES

Agriculture

M.Sc. - not to exceed 200 pages --| #

M.Phil. - not to exceed 250 pages --| including appendices

Ph.D. - not to exceed 300 pages --|

Natural Sciences

M.Sc. - not to exceed 15,000 words --|

M.Phil. - not to exceed 50,000 words --| * excluding references,

Ph.D. - not to exceed 80,000 words --| appendices, tables & figures

FACULTY OF ARTS & EDUCATION

FACULTY OF HUMANITIES

FACULTY OF HUMANITIES & EDUCATION

Arts

M.A. - not to exceed 20,000 words --|

M.Phil. - not to exceed 50,000 words --| * excluding footnotes or

Ph.D. - not to exceed 80,000 words --| endnotes & appendices

Education

M.Ed.(Project)- not to exceed 18,000 words --|
M.Phil. - not to exceed 50,000 words --| * excluding footnotes or
Ph.D. - not to exceed 80,000 words --| endnotes & appendices

FACULTY OF ENGINEERING

M.Sc. - not to exceed 200 pages --| #
M.Phil. - not to exceed 250 pages --| * including appendices
Ph.D. - not to exceed 500 pages --|

FACULTY OF LAW

LL.M. (Legis. Draft: with Research Paper) - not to exceed 15,000 words --| exclusive of
LL.M. (Coursework: with Research Paper) - not to exceed 25,000 words --| footnotes
or
LL.M. (Thesis only) - not to exceed 50,000 words --| endnotes &
Ph.D. - not to exceed 80,000 words --| appendices

FACULTY OF MEDICAL SCIENCES

SCHOOL OF CLINICAL & MEDICAL SCIENCES

M.Phil. - not to exceed 50,000 words | * excluding references,
Ph.D. - not to exceed 80,000 words | appendices, tables or figures

FACULTY OF SOCIAL SCIENCES

M.Sc. - not to exceed 20,000 words - |
M.Phil. - not to exceed 50,000 words - | * excluding appendices
Ph.D. - not to exceed 80,000 words - | & footnotes
#* There are approximately 250 – 280 pages per page (double spaced)

FORMS AND PROCEDURES

SUBMISSION OF THESIS

At least three (3) months before the thesis is ready for submission for examination, the candidate is required to formally apply for entry to the Examinations on a specified form and pay the required examination fee. The application must be accompanied by a certificate of completion of study from the Supervisor. (A sample of each of these forms is given in **Appendix IV**. The arrangement of format may vary according to the Campus).

The formal submission of the thesis for examination is made by the candidate to the Administrative Assistant in the Graduate Admissions Section of the Registrar's Office.

Four copies of the thesis should be submitted.

The submitted thesis must be accompanied by the Certificate from the candidate's Supervisor that the thesis is presented in a technically acceptable form. **Appendix V** refers.

If in the opinion of the Supervisor, the thesis is not ready for submission, he/she shall advise the Registrar in writing that the thesis has been submitted against his/her advice and that he/she has advised the candidate accordingly.

The student, the Supervisor, Department and Faculty have a shared responsibility to ensure the quality of the thesis. Since these are contributions to knowledge and are open to public scrutiny, sound academic standards must be adhered to in their preparation and presentation,

It is preferable that the thesis submitted for examination is in soft cover, but the thesis can also be submitted in one or more binders.

The sequence of events following the thesis submission is given in **Appendix VI**.

LIBRARY SCRUTINY

The Libraries' scrutiny of theses is intended to ensure that students comply with the requirements of the Thesis Guide in relation to format, arrangement, abstract, references and bibliography. The Libraries seek to ensure an awareness of the discipline involved in preparing scholarly publications in a consistent style. The Libraries certify the thesis as acceptable when they are satisfied that the thesis complies with the requirements of the Thesis Guide and recommended style manuals. This process should be completed within 30 days. A form to this effect is sent to the Registrar's Office. **Appendix IX** refers.

EXAMINATION

The University Regulations governing the appointment of Examiners and the examination of the thesis are given in the Regulations for Graduate Diplomas and Degrees.

Nomination of the candidate's Examiners to the Board for Graduate Studies and Research is the responsibility of the Department to which the candidate belongs. The Department should ensure that the Examiners nominated especially the External Examiner) are willing to examine the thesis before submitting names for appointment.

The Thesis Examining Committee consists of a minimum of three Examiners – normally two Internal Examiners (of whom one is the candidate’s Supervisor) and one External Examiner. It is possible under certain circumstances to have one Internal and two External Examiners. Each examiner must submit to the Registrar a confidential written appraisal of the thesis. The deadline for these reports is three months after the receipt of the thesis.

For Masters’ degrees, Faculty Regulations specify whether an oral examination is compulsory for the relevant degree programme, but in all cases the examiners can request an oral examination.

The oral examination is compulsory for the Ph.D. degree.

The Registrar’s office will arrange a date for the final oral examination in consultation with the examiners and the notice of the oral examination will appear on Campus Notice boards normally at least two weeks before the date of the examination.

Normally the oral examination is held within four (4) months from the date of submission of the thesis. Four decisions are open to the Examiners – the thesis can be accepted as submitted, accepted with minor corrections, accepted with major modifications, or rejected. In the case of a Ph. D. thesis, the thesis can be recommended for a lower degree.

Minor corrections are normally typographical errors and small corrections to the tables, references, etc., or the addition and/or alterations of a few sentences or paragraphs. Such minor corrections normally are subject only to the approval of the thesis Supervisor before the thesis is recommended for the award of the Degree and *is* accepted for binding.

Where, in the judgement of the Examiners, changes of a substantive nature are required which will require re-writing of parts of the thesis, the Examiners will recommend that a candidate do these major modifications and then re-submit the thesis for examination. A statement of the modifications required by the Examiners is conveyed to the candidate by the Registrar. The Dean of the School for Graduate Studies and Research may recommend that a thesis resubmitted for examination, be referred back to the External Examiner.

The thesis is rejected when in the judgement of the examiners the thesis is unacceptable on substantive grounds.

PUBLICATION OF THESIS

RESTRICTION

It is the intention of the University that there should be no restriction on the availability of a thesis to those who may wish to consult it.

However, in exceptional cases, the author of the thesis, in consultation with the thesis supervisor and with the approval of the Senate shall have the sole right to determine distribution of copies of his work for three years from the date of acceptance of the thesis. The author may also ask the Senate to withhold the thesis and its abstract from access while a patent is sought, or for other good cause.

MICROFILMING

When submitting the thesis for Library scrutiny the student should include a completed copy of the Declaration Form permitting the University to make a microfilm copy of the thesis. Microfilming ensures long-term preservation of the thesis since the printed copy will deteriorate with time and use.

The declaration includes also the provision that the candidate may exercise the right to prohibit the distribution of the microfilm for three (3) years after the date of depositing the thesis. All bound copies finally submitted to the University should include signed copies of the Form, which is available from the Office of the Assistant Registrar, Graduate Studies. A sample of the Declaration Form is given in **Appendix VIII**.

BINDING OF THESIS

When the recommendation for the award of the degree has been made to the Board for Graduate Studies and Research, the candidate is required to submit to the Registrar's Office, for deposit in the University Libraries, three **unbound** copies of the thesis presented in a form acceptable in all particulars and which conform to the Regulations. A copy of the candidate's signed Declaration Form is to be included in each thesis. A thesis submitted for deposit in the University Libraries will be bound. The binding of the thesis should be in good quality **black** art vellum or cloth, with overcast edges cut. The thesis title, author's full name and the year of conferral of the degree should be lettered boldly in gold on the front cover in letters ¼" (6 mm) high. **Appendix VII(i)** refers. The author's name, degree and the year of conferral of the degree should appear on the spine, lettered downwards, using the same font. **Appendix VII(ii)**.

It is the responsibility of the candidate to see that the thesis is bound in accordance with the University regulations.

The University reserves the right to reject any manuscript that does not comply with the University's regulations, that is not neat and legible, or that is not suitably bound.

NOTE:

This Thesis Guide, with due alteration to details [to be approved by the Campus Committee for Graduate Studies and Research] shall apply to Research Papers and Research Projects.

Board for Graduate Studies and Research 1998

APPENDIX I (i)

Format of Title Page for M.A. & M.Sc & LL.M. & MSW & M.Ed Theses/Research Papers/Projects/Case Books, etc.

TITLE OF THESIS/RESEARCH PAPER/PROJECT REPORT, etc1

(At Top of Page & All Capitals)

(In Centre of)

A Thesis (Research Paper)

(Page)

Submitted in Partial Fulfillment of the Requirements for the Degree of
(Specify Name of Degree e.g. Master of Science in Economics)

of

The University of the West Indies

(At Bottom of Page)

Author's Name in Full2

Year of Submission

Department of

Faculty of

Campus

1As approved by the Board for Graduate Studies and Research

2Exactly as it is on file at the Registrar's Office

APPENDIX I (ii)

**Specimen Title Page for M.A. & M.Sc & LL.M. & MSW & M.Ed Theses/Research
Papers**

PROSPECTS FOR A UNITED CARIBBEAN: A HISTORICO-POLITICAL
ANALYSIS OF THE FUTURE OF
THE CARIBBEAN INTEGRATION MOVEMENT

A Thesis
Submitted in Partial Fulfillment of the Requirements for the Degree of
Master of Science in Politics

of
The University of the West Indies

Peter Wilsden Wickham
1993

Department of Government, Sociology & Social Work
Faculty of Social Sciences
Cave Hill Campus

APPENDIX II (i)

Format of Title Page for Ph.D. & M.Phil. Theses

TITLE OF THESIS

(At Top of Page & All Capitals)

(In Centre of Page)

A Thesis

Submitted in Partial Fulfillment of the Requirements for the Degree of
(Specify Name of Degree e.g. Doctor
of Philosophy in Agriculture)

of

The University of the West Indies

(At Bottom of Page)

Year of Submission

Author's Name in Full²

Department of
Faculty of
Campus

¹As approved by the Board for Graduate Studies and Research

²Exactly as it is on file at the Registrar's Office

APPENDIX II (ii)

Specimen Title Page for Ph.D & M.Phil Theses

THE WORK BEHAVIOUR OF TEACHERS
COMPARED WITH GOVERNMENT AND
PRIVATE SECTOR WORKERS

A Thesis

Submitted in Partial Fulfillment of the Requirements for the Degree of
Doctor of Philosophy in Education

of

The University of the West Indies

by

Donald Eugene Collins
1985

School of Education
Faculty of Humanities & Education
Cave Hill Campus

APPENDIX III (i)

Format for Master's thesis

ABSTRACT

An Elementary Integral Equation Method Applied To Boundary Value Problems in Geomechanics

Mohammad Osama Al-Hunaidi

Contact stress and soil-structure interaction problems are important in two respects, first: evaluating the deflection, flexural moments and shearing forces structural in the unit, and secondly, establishing the stress and displacement fields in the supporting soil medium.

In this thesis, a numerical method of solution is presented for the prediction of contact stresses, as well as the displacement of simple rigid structural units embedded in elastic, isotropic and semi-infinite soil medium.

The analysis is based on a displacement integral equation. The integral equation describes the displacement field in the half-space (due to a traction fraction at some boundary within the half-space) using Melan's fundamental solution and the principle of superposition.

Keywords: Mohammad Osama Al-Hunaidi; Contact stress and soil-structure interaction; Melan's fundamental solution.

APPENDIX III (ii)

Format for Doctoral thesis

ABSTRACT

History, Ethics and Emergent Probability: Bernard Lonergan's
Emergent Probability and its Import For His Philosophy of
History and His Ethical Foundations

Kenneth Richard Melchin

This dissertation examines Bernard Lonergan's structured world view, emergent probability, as the appropriate context for understanding his ethical foundations in *Insight*, chapters six and eighteen, and in *Method in Theology*, Chapter two, and for understanding these foundations within his account of the dynamic structure of history as developed in

Insight, chapters seven and twenty. The contention throughout is that a precise grasp of the concepts underlying Lonergan's terms: "direct and inverse insights", "systematic and non-systematic relations", "probability", "statistical and classical laws", "recurrent schemes". "emergence", "higher viewpoints" and "finality" are all essential to understanding his work in ethics and history and to understanding the role of religion in these fields.

Keywords: Kenneth Richard Melchin; Bernard Lonergan; ethics and history.

APPENDIX IV (i)

THE UNIVERSITY OF THE WEST INDIES
..... CAMPUS
APPLICATION FOR ENTRY TO AN EXAMINATION
FOR A MASTER'S DEGREE INVOLVING A THESIS

This form must be accompanied by:

- a) the proper Examination Fee;
- b) a statement by the student's Supervisor certifying that the candidate has completed a postgraduate course at this University for a Master's Degree involving a thesis and has complied with the attendance requirements of the Faculty. This certificate should be countersigned by the Head of Department.

Four copies of Thesis or Dissertation and of any subsidiary contributions submitted must be sent separately.

USE BLOCK CAPITALS

1. Surname	Amount of fee enclosed
2. Permanent address	
3. Date of Obtaining Bachelor Degree & University where obtained.	Result: (To be filled out by the University)
4. Date of Registration as a candidate for this examination	
5. If you have previously entered for this examination state when. If re-examination in one part was then allowed state this.	
6. Title of Thesis	
7. Written Examinations passed as part of the requirements for the degree with the dates.	
8. Titles of Subsidiary published works, if any , submitted in support of candidates.	Four copies of each must be sent – see note above
9. Title of any Dissertation or Thesis for which a Degree of this or any other University has been conferred upon you, and extent (if any) to which such work is incorporated in the Dissertation or Thesis you now submit.	

APPENDIX IV (ii)

THE UNIVERSITY OF THE WEST INDIES
..... CAMPUS

Amount of fee enclosed
(To be filled in by Student)
\$ _____

FORM OF ENTRY FOR THE DOCTOR OF PHILOSOPHY (Ph.D)

Name of Candidate (in full, with surname first, see Note 1 below):
(BLOCK CAPITALS)

Mr.

Mrs.

Miss

Campus of the University

Faculty

Field of Study (as approved by the
University)

This form and the relevant enclosures, accurately completed, should be returned to the Senior Assistant Registrar, Graduate Studies with the proper fee (see Note 2 below).

The enclosed certificate must be completed and submitted before or at the same time as the thesis. If the candidate has not submitted his thesis within eighteen months of the submission of this entry, the entry will be cancelled.

Note 1: Please use PRINTING CHARACTERS for your surname and other names. If you are awarded the degree, your degree diploma will bear your names as they appear in the University's records on the date of the award, the surname last. No change can be made in your names as they appear in the records unless you forward a specific request supported by documentary evidence e.g. marriage certificate or deed poll.

Note 2: For candidates who are re-entering with the permission of Senate within a specified period, the fee payable is half the normal fee. The fee must be sent by

CHEQUE OR MONEY ORDER PAYABLE TO 'UNIVERSITY OF THE WEST INDIES'. The University will not be responsible for fees sent otherwise than in accordance with the above directions.

1. Age at last birthday, together with full date of birth _____

2. Private Address for correspondence during conduct of examination (see Note 1 below). (BLOCK CAPITAL) _____ -

_____ Telephone number _____

3. If awarded the degree, the address to which diploma should be sent (see Note 2 below)

4. Date of registration for Ph.D.

5. Length of prescribed course of study _____ academic calendar years.

6. Supervisor _____

7. Give a complete list of the degrees that you have taken in this or any other University, with full particulars, including dates

8. Title of the thesis as approved by the University

9. Month in which you intend to submit the thesis for examination

10. Titles and dates of any other printed contributions to the advancement of your subject, published independently or conjointly, which you wish to submit as subsidiary matter in of your candidature.

Date: _____ Signature of Candidate: _____

Signature on behalf of Governing Body of University:

Official Title: _____

Note 1 Notice of the oral examination will be sent to this address and it is essential that any change should be notified immediately to the Senior Assistant Registrar, Graduate Studies.

Note 2. Any change of the address should be notified to the Senior Assistant Registrar, Graduate Studies. Failure to comply with this instruction may result in the loss of your diploma and the University can accept no responsibility.

APPENDIX IV (iii)

THE UNIVERSITY OF THE WEST INDIES
..... CAMPUS

**CERTIFICATE OF HAVING COMPLETED A
COURSE OF STUDY FOR A HIGHER DEGREE BY THESIS**

Faculty in which student is registered

Degree

Title of Thesis

We hereby certify that (name in full) _____ a
Registered student of the University has pursued an Approved Course of Study for a
Higher Degree* in accordance with the Regulations and to our satisfaction*, under the
supervision of the Teacher named below extending from:- _____,
_____ to _____, _____ and has complied with the
requirements concerning attendance.

*If the Supervisor is not satisfied with the student's performance he should delete this
phrase and write appropriate comments below.

Supervisor's Comments (if any)

Signature of Supervising Teacher

Signature of Head of Department

Date

APPENDIX V

THE UNIVERSITY OF THE WEST INDIES
..... CAMPUS

CERTIFICATE OF COMPLETION OF
THESIS/RESEARCH PAPER

Faculty in which student is registered _____

Degree _____

Followed _____

I hereby certify that

MR/MRS/MISS _____

(Name in Full)

a Registered student of this university has completed his/her M.A./ M.Sc./ MED/ MSW/ MPhil/ Ph.D. Thesis/Research Paper/ Project Report and four (4) identical copies of the work (M.A./ M.Sc./ MED/ MSW) or five (5) copies (MPhil/ Ph.D.) have been produced in accordance with the requirements of the University and are acceptable for examination.

Title of Thesis/Research Paper/Project Report:

Name of Supervisor

Name of Head of Department

Signature of Supervisor

Signature of Head of Department

Date

Date

APPENDIX VI

THESIS ROUTING

STUDENT



REGISTRAR'S
OFFICE



EXAMINERS &
CAMPUS
LIBRARIAN



REGISTRAR'S
OFFICE



STUDENT



REGISTRAR'S
OFFICE



UNIVERSITY
LIBRARIES

APPENDIX VII (i)

FORMAT FOR FRONT COVER OF THESIS

(all capitals) TITLE OF THESIS

(in middle) AUTHOR'S FULL NAME

**(towards the end of page)
YEAR (Year of Conferral of Degree)**

APPENDIX VII (ii)

SPECIMEN FOR FRONT COVER AND SPINE OF THESIS

J.J. Jones	Economic Planning in the Universities
Ph.D	James J. Jones
1978	1978

* The labeling on the spine should read top down – author, degree, date – but should be so oriented that when the book is laid flat with the cover up, the words and dates on the spine are upright.

APPENDIX VIII

THE UNIVERSITY OF THE WEST INDIES DECLARATION FORM FOR THE REPRODUCTION OF THESIS

A thesis which is accepted by the University for the award of a Higher Degree is placed in the University Libraries.

The copyright of the thesis is retained by the author.

As you are about to submit a thesis for a Higher Degree, you are required to sign the declaration below. Should the Examiners require a change in the title set out below you must complete a new form. This declaration will be destroyed if your thesis is rejected by the examiners.

University Registrar

THIS DECLARATION MUST BE COMPLETED AND RETURNED WITH THE EXAMINATION ENTRY FORM

To be completed by the candidate]

NAME IN FULL (Block capitals)

.....

TITLE OF THESIS

.....
.....

DEGREE FOR WHICH THESIS IS PRESENTED

.....

DATE OF AWARD OF DEGREE (to be completed by The University)

.....

DECLARATION

1. I recognise that my thesis will be made available for public reference and inter-library loan.
2. I authorise the University of the West Indies to make microfilm copies of my thesis for the purposes of public reference, preservation and inter library loan.
3. I understand that before any person is permitted to read, borrow or copy any part of my thesis that person will be required to sign the following declaration: "I

recognize that the copyright in the abovementioned thesis rests with the author. I understand that copying the thesis may constitute an infringement of the author's rights, unless done with the written consent of the author or in accordance with the provisions of the Copyright Act which expressly permit copying without the author's consent. I further understand that no information derived from this thesis may be published without acknowledgement."

4. I warrant that this authorisation does not, to the best of my belief, infringe the rights of any third party.

5. I understand that in the event of my thesis being rejected by the Examiners, this declaration would become void.

DATE SIGNATURE OF CANDIDATE

Note: A candidate may apply to the Senate at the time of submitting the thesis for deposit in the Libraries or thereafter:-

1. To retain personally for three years the sole right to grant permission to copy his/her work for distribution.
2. To withhold the thesis and its abstract from access for a period of one year provided that he/she shows either evidence of having applied for a patent in respect of his/her work, or other good cause. Application may be made for withholding the thesis and its abstract from access for a further period but approval will, only very exceptionally, be given for a period exceeding three years overall.

APPENDIX IX

THE UNIVERSITY OF THE WEST INDIES

TO: Assistant Registrar, Graduate Studies and Research

FROM: Campus Librarian

NAME OF CANDIDATE

TITLE OF THESIS

I certify that

Yes

No

Remarks

- 1. The approved thesis layout and other guidelines have been followed.**
- 2. The information on the title page is consistent with the standard format approved by the University.**
- 3. An abstract has been included in the thesis and is satisfactory.**
- 4. All references follow an accepted style which is used consistently.**
- 5. The declaration form permitting reproduction of the thesis has been signed by the candidate and provided for binding into the thesis.**

I certify that the above thesis is acceptable/not acceptable in its present form.

Date

Signature

APPENDIX X

Recommended Style Manuals:

<p><i>Faculty of Agriculture & Natural Sciences</i></p> <p><i>Pure & Applied Sciences; Science & Technology</i></p>	<p>Agriculture The Chicago Manual of Style. Chicago: University of Chicago Press. <u>Latest edition.</u></p> <p><u>Natural Sciences</u></p> <p>a) The Chicago Manual of Style. Chicago: University of Chicago Press. <u>Latest edition.</u></p> <p>b) The ACS Style Guide: A manual for authors and editors. Janet S Dodd, Editor. Washington: American Chemical Society, 1986.</p> <p>c) AIP Style Manual for Physicists. New York: American Institute of Physics. <u>Latest edition.</u></p>
<p><i>Faculty of Arts & Education; Humanities; Humanities & Education</i></p>	<p><u>Arts</u></p> <p>a) MLA Handbook for writers of research papers. New York: Modern Language Association. <u>Latest edition.</u></p> <p>b) A Manual for writers of term papers, theses and dissertations, Kate L. Turabian. Chicago: University of Chicago. <u>Latest edition.</u></p> <p><u>Education</u></p> <p>Publication Manual of the American Psychological Association. Washington : APA. <u>Latest edition.</u></p>
<p><i>Faculty of Engineering:</i></p>	<p>The Chicago Manual of Style. Chicago: University of Chicago Press. <u>Latest edition.</u></p>
<p><i>Faculty of Medical Sciences:</i></p>	<p>a) International Committee of Medical Journal Editors. Uniform requirements for manuscripts submitted to biomedical journals. (Rev.) <i>British Medical Journal</i> 302 (1991); 338-341.</p> <p>b) Publication Manual of the American Psychological Association. Washington: APA. <u>Latest edition.</u></p> <p>c) The Oxford Dictionary for Scientific Writers and Editors. Oxford: Oxford University Press. <u>Latest edition.</u></p>

<i>Faculty of Social Sciences</i>	The Chicago Manual of Style. Chicago: University of Chicago Press. <u>Latest edition.</u>
<i>Faculty of Law</i>	<ul style="list-style-type: none"> a) The Chicago Manual of Style. Chicago: University of Chicago Press. <u>Latest edition.</u> b) The Bluebook: A Uniform System of Citation. Mass., Cambridge: Columbia Law Review, The Harvard Law Review, The University of Pennsylvania Law Review, and The Yale Law Journal.

Appendix C

Career Page

The careers listed on this page are only some of the possible careers that graduates from the Social Sciences could consider or find scope in using their skills and interests.

Department of Economics

MSc Economics and MSc International Economics and International Law

Microeconomists: These people study individual companies or people. They look at supply and demand to find out how to maximize production, for example, or to project how high the demand for a particular product will be.

Macroeconomists: They look at the economy as a whole to find long-term, overarching trends throughout history. They can then make generalizations and draw conclusions about investment productivity, inflation, unemployment, etc.

Financial Economists: strongly correlated to macroeconomists, financial economists study interest rates to see their effect on banking systems.

International Economists: They look at markets internationally, studying currency exchange and the effects of tariffs and trade procedures and laws.

Organizational or Industrial Economists: They examine the markets of individual industries, studying competitors and making predictions based on the decisions of competitors. They may also be involved in protecting the industry against trusts and monopolies

Demographic or Labour Economists: They look at trends in salary, such as how it's determined, and the need for labour. They are especially interested in causes of unemployment and the results of changes in demographic, such as a baby boom, on labour.

Public Finance Economists: They look at the government's involvement in the economy, such as taxation, deficits or surpluses in budget, or policies concerning welfare.

Econometricians: They use mathematics in every branch of economics. They put together economic models using methods like calculus, regression analysis, and game theory. These models explain economic happenings and help to project future

economic occurrences and trends like how new taxation laws will affect employment or the duration of business cycles.

Department of Government

MSc, MPhil, and PhD in Government

Administrator, Civil Service - assists in the formulation of policies and procedures within Government departments and agencies and co-ordinates their implementation

Diplomat - Represents their country's interests in international issues, both political and economic.

Journalist - Responsible for news coverage; writing and reporting work; especially as it relates to government and politics. This involves developing contacts, interviewing people, attending press conferences and producing copy to deadlines.

Banker, Investment/Corporate Finance - Advises corporate and government clients on the raising of capital, changes of financial structure, mergers and take-overs, developing tactics and publicity.

Marketing Manager - Manages the marketing of a product from research and development through launch and work to maintain market share, including promotion and advertising.

Risk Analyst - Identifies and analyses the areas of potential risk threatening the assets, earning capacity or success of organisations in the industrial, commercial or public sector.

Political Representative

Minister of Government

International Organisation Administrator

Mona School of Business and Management

MSc Accounting

Auditor: Auditing is at the core of accounting work. Accounting auditing careers involve checking accounting ledgers and financial statements within businesses, public and not-for-profit organizations. Being increasingly computerized, this work can rely on random sampling methods. This provides a solid foundation to future specialist work, as it really enables you to understand how an organization makes money.

Budget Analyst: A budget analyst develops and manages an organization's financial plans. Many jobs exist in government and private industry. You will require strong quantitative skills for this work, along with good people skills, because you will be involved in negotiations.

Financial Accountant: Financial accountants draw information from the general ledgers to prepare financial statements. They also take part in the business' important financial decisions involving mergers and acquisitions, employee benefits planning and long-term financial projections. This work can vary from week to week, so you will need a combined understanding of both accounting and finance.

Management Accountant: Management accountants work in companies and contribute to decisions about capital budgeting and business analysis. Major activities include cost analysis, contracts analysis, and participation in efforts to control expenses. Management accountants are now major contributors to business decisions, working alongside marketing and financial managers to develop new business.

Tax Accountant: Tax accountants prepare corporate and personal income tax statements. They also prepare strategies for deferring taxes, when to expense items, how to approach a merger or acquisition, etc. You will need to have a thorough understanding of economics and the tax code. Many large firms now also look for legal knowledge.

Master, Executive Masters and Diploma in Business Administration Master in Business Management and MSc Risk Management

- General Management
- Human Resource Management
- Marketing Executive/Management
- Entrepreneur
- Policy Analyst
- Financial Management
- Risk Analyst
- Urban Planner

- Banking
- Industrial Relations

MSc Telecommunication Policy and Technology Management

- General Management
- Information Computer Technology Managers
- Technology Management
- Systems Management
- Communications Specialist
- Web Developers

Doctorate in Business Administration (DBA)

- General Executive Management
- Financial Management
- Academic/Lecturer/Researcher
- Policy Analyst
- Consultant

MSc Computer Based Management Information Systems

- Computer Programmer
- Web Master
- Web Developer
- Information Specialist
- Computer Analysis
- Information Systems Design and Management
- Network Designer and Coordinator
- Systems Operation Management

MSc National Security and Strategic Studies

- Security Strategist
- Security Analyst
- Policy Developer / Analyst
- National Security Advisor
- Military Attaché
- Risk Analyst
- Strategic Risk Management

MSc Tourism and Hospitality Management

- Hotel Management
- Client Relations
- Urban Planner

- Customer Service Manager
- Hospitality Management
- Tourism Industry Specialist
- Tourism Consultant

Department of Sociology, Psychology and Social Work

Diploma Human Resource Development

- Human Resource Management
- General Management
- Administrator
- Industrial Relations

MSc Human Resource Development

- Human Resource Management
- Organizational Behaviour Analyst
- General Manager
- Organizational Strategist
- Industrial Relations Management
- Risk Analyst
- Industrial Relations

MSc Applied Psychology

- Psychologist
- Family Counsellor
- Marriage Counsellor
- Behaviour Analyst
- Human Resource Management

MSc Clinical Psychology

- Clinical Psychology
- Psychologist
- Counsellor
- Behaviour Analyst
- Human Resource Management

MSc Demography

- Demographer
- Urban Planner
- Developmental specialist
- Risk Analyst
- Policy Analyst

MSc Sociology

- Sociologist
- Anthropologist
- Policy Analyst
- Urban Planner

Master of Social Work

- Social Worker
- Urban Planner
- Policy Analyst
- Human Resource Management
- Community Development Specialist

MPhil Sociology and PhD Sociology

- Community Development Specialist
- Researcher
- Academic/lecturer Sociologist
- Anthropologist
- Policy Analyst
- Urban Planner

PhD Organizational Behaviour

- Human Resource Management
- Policy Analyst
- Development specialist
- Industrial Relations
- Risk Analyst
- General Management
- Academic/lecturer

Sir Arthur Lewis Institute of Social and Economic Studies (SALISES)

- Diplomat
- Administrator, Civil Service
- Political Representative
- Industrial Relations
- Journalist
- Minister of Government
- Academic
- Researcher
- General Management

Appendix D

GRADUATE PRIZES & AWARDS

Students in the Faculty of Social Sciences are eligible for the following awards:

1. Carlton Morrison Prize

Awarded to the student with the best performance in MSc. Accounting–Special Problems in Financial Accounting.

2. Deloitte Touche Tohmatsu Prize

Awarded annually to the student who presents the best paper in Auditing for the MSc. (Accounting).

3. The Department of Economics Award

Awarded to the most outstanding graduate with the highest aggregate in the MSc. (Economics)

4. George Beckford Prize (Funded by Department of Economics)

Awarded to the student who achieved the highest grade in the course Economics Development with special reference to the Caribbean in the MSc. Economics.

5. MSc. Human Resource Development Prize

Awarded to the student who best exemplifies good academic performance and leadership qualities in the area of Human Resource Management.

6. International Relations Staff Prize

Awarded to the student who presented the best Research Paper in the MSc. International Relations.

7. Gordon Draper Prize in Human Resource Development

Awarded annually to the student who has the highest aggregate in the organization development and change sequence of courses offered in the MSc Human Resource Development Programme. Additionally, the student must not have failed any of the courses in the sequence.

8. The Department of Management Studies Prize in National Security and Strategic Management

Awarded to the student with the best overall performance in the National Security and Strategic Management programme.

9. The Department of Management Studies Prize in Computer-Based Management Information System

Awarded to the student with the best overall performance in the Computer-Based Management Information System programme.

10. The Department of Management Studies Prize in Computer-Based Management Information System Project

Awarded to the students with the best final project in the Computer-Based Management Information System programme.

11. Human Resource Development (HRD) Alumni Assn. Prize

Awarded to the student with the highest average score on completion of Year 1 of the MSc. HRD programme.

12. Rosina Wiltshire Prize

Awarded to the incoming MSc. International Relations student with the best overall performance in IR at the undergraduate level.

13. Comparative Politics/Political Theory Staff Prize

Awarded to the student who presented the best research paper in GT63C in the International Relations programme.

14. Public Sector Management Staff Prize

Awarded to the student(s) with the most outstanding research paper in MSc. Public Sector Management Programme in GT61C and GT61D.

Appendix E

PROCEDURES FOR HANDLING GRIEVANCES IN THE FACULTY OF SOCIAL SCIENCES

1. If a student has a problem with a lecturer/supervisor, then he/she should consult with the Programme Coordinator.
2. If the issue is not resolved at that level, then he/she should go to the Head of Department.
3. For further assistance, the student may consult the Associate Dean for Graduate Studies.
4. In the case of peculiar issues, the student representative could approach the above mentioned persons on behalf of the student.

Appendix F

ADDITIONAL INFORMATION

For information on Graduate Student Housing contact the Office Student Services and Development Lodgings Services:

Website: <http://www.mona.uwi.edu/oss/accomodation.html>

Tel: (876) 702-3493

For additional information on Graduate Research and other Graduate matters:

Website: <http://www.uwi.edu/grip>

For information on handbooks and documents:

Website: <http://www.uwi.edu/grip/handbooks.aspx>

For information on Scholarships for Graduate Students contact Office of Graduate Studies and Research:

Websites: <http://www.uwi.edu/grip/caribbeanscholarshiptoday>

For information on Research Grants and Graduate Awards:

Website: <http://www.mona.uwi.edu/postgrad/scholarship.php>

Tel: (876) 935-8995, 927-1660-9

Further Information contact the Office of Graduate Studies:

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

Tel: (876) 935-8995 927-1660-9 | Fax: (876) 977-7427

For information on financing contact the Office of Student Financing:

Website: <http://myspot.mona.uwi.edu/osf/>

Tel: (876) 702- 4646

Email: stufinc@uwimona.edu.jm

International Students Office:

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

Tel: (876) 702 – 3737

Email: isomona@uwimona.edu.jm

For Further Information on Graduate Studies, contact the Office of Graduate Studies:

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

Tel: (876) 935-8995 927-1660-9 | Fax: (876) 977-7427

