



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

FACULTY OF SOCIAL SCIENCES
GRADUATE PROSPECTUS

ACADEMIC YEAR 2018-2020

Welcome

Welcome to the Faculty of Social Sciences Graduate Prospectus 2018-2020

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 43 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

The Faculty of Social Sciences takes special pride in our Graduate students. You allow us to be on the frontier of new knowledge. Your scholarship, analysis and critical thinking forces us to dig deep into the advanced issues in our respective fields. Your practical experiences keep us current and in touch with the realities that we study. It is through our graduate students that the Faculty of Social Sciences makes the most impact in policy and business decision-making. So, for our new graduate students, please accept our warm and sincere welcome to our Faculty. For prospective graduate students, consider the wide range of options that we have made available to you, and we encourage you to choose the Faculty of Social Sciences as your place to shine and to grow.

In the Faculty of Social Sciences we welcome our graduate students as colleagues in the pursuit of higher learning. It is our aim as a Faculty to provide you with the learning environment that will allow you to excel in this pursuit. The academic guidance and administrative support that we provide are designed to serve as a launching pad from which you will soar to lofty heights of career advancement, knowledge creation, and nation building. We look forward to you taking your place among the many great alumni of our graduate programmes, and thus continuing the long and distinguished intellectual tradition of the Faculty of Social Sciences.

Professor David Tennant
FSS Dean
September 2018

Programmes

Centre for Hotel and Tourism Management (The Bahamas)

Master of Science in Hospitality Management
Postgraduate Diploma in Hospitality Management

Department of Economics

MSc Economics
MSc International Economics and International Law
PhD Economics

Department of Government

MSc Government (with concentrations in International Relations, Comparative Politics/Political Theory)
MSc International Public & Development Management (IPDM)
MSc Politics and International Cooperation (MPIC)
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
Doctorate in Business Administration (DBA)
Master in Business Administration (MBA) with concentrations in Banking and Finance, General Management, Marketing, Human Resource Management, International Business and Management Information Systems
Master in Business Management (MBM) with tracks in Entrepreneurship and Internship
MSc Accounting
MSc Computer Based Management Information Systems (offered jointly with the Department of Computer Science)
MSc Corporate Finance
MSc Enterprise Risk Management (offered jointly with the Department of Mathematics)
MSc Logistics and Supply Chain Management
MSc Marketing and Data Analytics
MSc National Security and Strategic Studies

MSc Procurement Management

MSc Taxation

MSc Telecommunication Policy and Technology 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 Social Policy

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**CENTRE FOR HOTEL
AND TOURISM
MANAGEMENT,
THE BAHAMAS**

Programmes

The Centre for Hotel and Tourism Management in The Bahamas offers two postgraduate degrees in collaboration with Florida International University:

- Master of Science in Hospitality Management
- Postgraduate Diploma in Hospitality Management

Entry Requirements

The requirement for admission to these programmes is a bachelor degree from a recognized university, with a GPA of 2.5 and above and/or at least a lower second class honours in a relevant discipline. Applicants with less than lower second class honours or the minimum GPA will be considered if they are successful at an interview conducted by a selected panel determined by the Centre for Hotel and Tourism Management. These applicants should also have certificates/diplomas in the relevant fields, and at least 2 years of managerial experience in hospitality and/or tourism.

Students who do not possess a first degree can matriculate under the mature matriculation requirements of UWI. You must possess a minimum of five (5) years managerial experience in the field of hospitality/tourism management and relevant certificates/diplomas and you may be interviewed prior to admission.

Programme Information

Master of Science in Hospitality Management

The MSc. Hospitality Management programme is a one year full-time programme with 35 credits and is delivered by UWI and FIU under a collaborative agreement. The programme seeks to provide students with advanced knowledge, practical experience and hands on skills to further their career in hospitality management. Eight (8) taught courses and a research paper are required for this degree.

The programme is specially designed to increase international exposure for UWI students and to align with international partners. FIU will not be included on the certificate issued by The UWI. The students will be registered with FIU as specially admitted, non-FIU degree seeking students. FIU will admit the students once they are accepted into the UWI programme.

PROGRAMME REQUIREMENTS

Five (5) UWI courses

MGMT6120 Research and Quantitative Methods

MGMT6123 Human Resource Management & Industrial Relations

MGMT6124 Financial and Management Accounting

MGMT6130 Food and Beverage Management

MGMT6131 Property Management

Three (3) FIU courses

HMG6466 Revenue Management

HMG6446 Hospitality Enterprise Technologies

HMG6596 Sales and Marketing

MGMT6010 Research Paper

Postgraduate Diploma in Hospitality Management

The MSc. Hospitality Management programme is a one year full-time programme with 25 credits and is delivered by UWI and FIU under a collaborative agreement. The programme seeks to provide students with advanced knowledge, practical experience and hands on skills to further their career in hospitality management. Seven (7) taught courses are required for this degree.

The programme is specially designed to increase international exposure for UWI students and to align with international partners. FIU will not be included on the certificate issued by The UWI. The students will be registered with FIU as specially admitted, non-FIU degree seeking students. FIU will admit the students once they are accepted into the UWI programme.

PROGRAMME REQUIREMENTS

Four (4) UWI courses

MGMT6123 Human Resource Management & Industrial Relations

MGMT6124 Financial and Management Accounting

MGMT6130 Food and Beverage Management

MGMT6131 Property Management

Three (3) FIU courses

HMG6466 Revenue Management

HMG6446 Hospitality Enterprise Technologies

HMG6596 Sales and Marketing

COURSE DESCRIPTIONS

UWI On-site Courses

MGMT6120 Research and Quantitative Methods

This course focuses on how to collect and analyse credible data, and present it with a view to making sound decisions. Emphasis will be placed on the philosophy and logic underlying social/scientific enquiry and their application to the broader issues of a particular field. The techniques to be employed will be both qualitative and quantitative. At the end of this course, students will have gained new skills and insights into the research process. Most importantly, students will have established a critical foundation of enquiry, upon which they can build in subsequent courses, as you proceed towards the **research paper** that students are required to write at the end of the taught component of the programme. Students should also acquire the knowledge, skills and attitudes in finding and using research output that have become increasingly crucial in an information rich society.

MGMT6123 Human Resource Management & Industrial Relations

The hospitality and tourism industry is a major employer accounting for as many as one in seven of the region's workers. The industry itself is highly labour intensive requiring inputs from personnel who are highly skilled, adaptable, creative and motivated to perform service that meets and exceeds the expectations of guests. The goal of this course is to introduce students to the human resource principles and practices that will enhance individual, team and organizational performance in this industry.

MGMT6124 Financial and Management Accounting

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

MGMT6130 Food & Beverage Management

Food and Beverage (F&B) is one of the major inputs into tourism and accounts for much of tourism spending. The barriers to entering the sector are relatively low but the failure rate is relatively high. Managing F&B operations requires an understanding of the operational and the service aspects of food and beverage. Managers must focus on the legal, health and sanitation, security and financial aspects of ensuring that the operation complies with the regulatory requirements and remains profitable and competitive. Managers must also pay attention to the delivery of service so that it is professional, efficient and meets the expectations of customers.

MGMT6131 Property Management

The diversity, quantity and quality of the accommodation sector is critically important to tourism. In this course we will examine the ways in which hospitality leaders can strategically manage their operations in order to remain competitive and productive.

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 rooms division management. In particular, the course focuses on creating an experience for the guest through effective management of all of the aspects of property management.

MGMT6010 Research Paper

The compulsory *Research Paper* is designed to provide an opportunity for students to put into practice the principles that have been studied throughout the programme. The *Research Paper* will be developed around a particular research need or problem in the hospitality and tourism industries. The research study will be tailored to the specific interests of the students and will be carried out with the guidance of a Research Supervisor.

FIU Online Courses

HMG6446 Hospitality Enterprise Technologies

This course examines the use of Information Technology and how IT can be utilized to gain competitive advantage. First, the basic fundamentals of computing essentials and network structures are briefly discussed. The course then focuses on general concepts of e-commerce, and the way the Internet has changed the way business is done today. Operational applications for both the food and beverage and lodging establishments are introduced and evaluated from staff and managerial perspectives. Global distributions systems are analyzed, and data collected by these systems is related to database and customer relations management. The course finishes with discussion of executive information systems and their use in decision making in our industry.

HMG6596 Sales and Marketing

This course concentrates on general principles, techniques, and concepts of hospitality marketing and its role in developing customer and service oriented managerial approach in a hospitality organization. It is designed to provide the student a working knowledge of marketing process in the hospitality industry and the interrelationships between marketing decisions, marketing research, buyer behavior, product strategy, channels of distribution, promotional activities, and pricing decisions. The primary goal is to enable students to evaluate, describe, and design marketing activities and synthesize marketing theories and concepts.

HMG6466 Revenue Management

To introduce and develop the students' understanding of the scope and application of revenue management in service companies of the hospitality and tourism industries.

- The History and Development of Revenue Management
- The Micro-Economic Underpinnings of Revenue Management
- The Fundamentals of Mathematics and Business Strategy as They Relate to Revenue Management
- The Basics of Revenue Management Tactics and Strategy
- The Strategic Levers of Yield Management

- The Place and Importance of Process Design and Development and Their Relationship to Revenue Management
- The Place and Problems of Technology in Revenue Management Systems
- The Application of Revenue Management to Service Industries

DEPARTMENT OF ECONOMICS

Programmes

The Department of Economics offers three graduate degrees:

- MSc Economics
- MSc in International Economics and International Law
- PhD Economics

Entry Requirements for Masters Degree Programmes

The requirement for admission to these masters degree 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.

Entry Requirements for PhD Degree Programme

Applicants must have an MSc in Economics, or a related major, from a reputable institution. In exceptional circumstances, applicants who have completed their first year of a two year Masters programme will be considered if they maintain at least a B+ average.

Additional Entry Requirements

Upon admission to any postgraduate programme, students will be required to attend a MANDATORY “Mathematics Camp” that will be held prior to the commencement of semester 1 classes. Also, some students could be asked to take departmental requirements which consist of some undergraduate courses. Students are expected to successfully complete these courses prior to the commencement of their graduate programme or within their first year of study. 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.

PhD Economics

The PhD Economics programme will be offered both on a full-time and part-time basis. Full-time enrolment will consist of students completing core and elective courses during Years 1 and 2. Part-time enrolment will consist of the core and elective courses being completed during Years 1 – 3. Students will pursue their Dissertation once they have completed their core and elective courses.

CORE REQUIREMENTS

ECON9001 (Advanced Microeconomics I)

ECON9002 (Advanced Microeconomics II)

ECON9003 (Advanced Macroeconomics I)

ECON9004 (Advanced Macroeconomics II)

ECON9005 (Advanced Econometrics I)

ECON9006 (Advanced Econometrics II)

ECON9007 (Mathematics for Economists)

ECON6081 (Applied Economic Research & Analysis)

Students are required to do 1 of the 2 fields currently being offered; Finance and Economic Development. Each field comprises of a sequence of two courses.

The selection of courses that will be considered as electives will include courses offered by the department, or any other course that is approved by the PhD Programme Coordinator.

SEMINARS

Students will be required to attend and present at seminars approved by the department.

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.

Advanced Microeconomic Theory

This course is the first in a sequence of two advanced microeconomic theory courses designed to meet the needs of students in the economics Ph.D. programme. Some parts of the course are designed to teach material that all Ph.D. students in economics should know. Others are used to introduce methodologies. The course will cover in-depth the modern microeconomic theory of choice made by individual consumers and firms. It will examine non-strategic markets such as competitive markets and monopoly. Special classes of preferences and production functions will be examined, as will choice under uncertainty. Individual measures of welfare and market-level measures of welfare will be studied. The course will utilize mathematical methods used in microeconomic theory such as optimization, constrained optimization, the envelope theorem and comparative statics. The second-semester course discusses will discuss general equilibrium, social choice and welfare, game theory and information economics. It is a narrowly-focused course which will provide technical training for future economists. The student's mathematical background is more important than any particular prerequisite.

Advanced Macroeconomic Theory

This course is the first in a sequence of two advance macroeconomic theory courses designed to meet the needs of students in the economics Ph.D. programme. Some parts of the course are designed to teach tools that are used in many different

problems in macroeconomics. This course covers the theory of aggregate demand and supply, sector demand functions (consumption, investment, money), equilibrium models, economic growth, inflation, unemployment and expectations, stabilization, and control. The second-semester course is designed to teach tools that are used in many different problems in macroeconomics. Topics in this course include money and monetary policy, unemployment, and theories of economic fluctuations.

Advanced Econometrics

This course provides students with a working knowledge of linear econometric models. To this end, the properties of the linear conditional means model under the classical assumptions are presented in detail. The course departs from the standard Gauss-Markov assumptions to include heteroskedasticity, serial correlation, and errors in variables. Advanced topics include generalized least squares, instrumental variables, nonlinear regression, and limited dependent variable models. Economic applications are discussed throughout the course. The second-semester course provides students with a survey of the theory and application of time series methods in econometrics. The course is intended to serve as a building block in applied economic analysis. Students will learn to read, write, extract and manage data from large data sources; how to manipulate and prepare data for research purposes and how to address common data problems, such as missing data. Topics covered will include univariate stationary and non-stationary models, vector autoregression, frequency domain methods, models for estimation and inference in persistent time series, and structural breaks. Also, the course will cover different methods of estimation and inferences of modern dynamic stochastic general equilibrium models (DSGE): simulated method of moments, maximum likelihood and Bayesian approach. The empirical applications in this course will be drawn primarily from macroeconomics.

**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

MSc Politics and International Cooperation (A special option)

MSc International Public & Development Management (MPIC)

MPhil Government (full time or part time)

PhD Government (full time or part time)

Programme Information

MSc Government

Entry Requirements

The requirements for admission to the MSc Government is an upper second class degree or better- GPA of 3.0 or above in a relevant discipline with sound undergraduate coverage in the particular sub-field of concentration. In exceptional cases where students are admitted without appropriate fundamentals, candidates would audit undergraduate courses as departmental requirements.

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:

- Comparative Politics/Political Theory
- International Relations

Comparative Politics/ Political Theory

Entry Requirements

For applicants without an undergraduate Major in Political Science or International Relations, courses are needed in International Relations, Public Policy and 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 Supervised Research Project - 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.

GOVT6040 International Public & Development Management (formerly GOVT6000 Leading Issues in Public Management)

This course aims to deepen and expand students' theoretical and empirical knowledge about the relationship between development and public administration/management. Emphasis is placed on developing students' critical appreciation of rival analytical approaches to explaining the nature, evolution and state of public administration/management, the impact of globalisation on governmental organisation and the imperatives associated with managing the development process. The development management analytic framework that is foundational to this course exposes students to discourses concerned with: the development

administration/development management nexus; (re)conceptualization of the state and state capacity; institutional analysis of development management and theories and empirics of development and underdevelopment. Simultaneously students are directed to engage analytically with the international context of development theory and public management practice particularly the role of international technical bureaucracies as 'policy and development advocates' and the role of third actors.

GOVT6043 Organisation Design and Change for Public Managers (formerly GOVT6020 Emergence of State Owned Enterprises)

The course explores concepts, principles, and theories of organizations that inform the choice of an organizational form in the public sector. It critically examines political and economic drivers of policy decisions that govern public sector organizational development in local and regional contexts. The course introduces strategic planning tools that can be applied to drive change and improve organizational performance. It also explores the influence of culture, and leadership on change, and the principles of change management while focusing on the organization as a whole.

GOVT6042 Policy Writing for Public Managers (formerly GOVT6010 Leading Issues in Development Management)

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

GOVT6041 International Perspectives on Regulation and Regulatory Reform (formerly GOVT6030 Regulation and Regulatory Reform)

This course aims to introduce students to the academic study of public policy specifically with reference to the regulation of utilities and financial sectors in a post-privatisation era. The course adopts a comparative perspective and draws on evidence from a number of countries; emphasis will be placed on developments in Jamaica and the wider Caribbean. The course also addresses the impact of neoliberalism and globalisation on national regulation and new and experimentalist moves within regulation discourse and practice. We wrap up the course with a session on regulation and public procurement. The sources examined are interdisciplinary, with readings drawn from political science, law, and economics. The focus of the course will be

conceptual and theoretical as well as policy driven. Students will be expected to apply the relevant concepts and theories to the cases examined in the various sectors.

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).

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

MSc International Public & Development Management

Entry Requirements

Students with a First Class Degree in any discipline or a Second Class Upper Division in Public Policy and Management (formerly called Public Sector Management) will gain direct entry to the programme. Students with a Second Class Upper Division in International Relations/Political Science with Foundation Public Policy and Management (formerly called 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 Policy and Management (formerly called Public Sector 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:

| *Recommended Courses in Social Sciences | |
|--|--|
| Students from other disciplines would need to read at least four (4) of the following courses depending on the class of undergraduate degree | |
| GOVT1006 – Introduction to Public Sector Management | NOW GOVT1012-Introduction to Public Policy and Management |
| GOVT2032 – Administrative Analysis* | NOW GOVT2037- Public Management Analysis |
| GOVT2033 – Contested Issues in Public Sector Management | NOW GOVT2038- Public and Policy Management Discourses |
| GOVT2035 – Public Financial Administration | NOW GOVT2036- Public Financial Management |
| GOVT3118 –Policy Analysis and Evaluation | |
| GOVT3033 – Concepts and Theories of Public Policy* | |
| GOVT3034 – Comparative Development Management | NOW GOVT3036- International Development Policy and Management |
| GOVT2050- Constitutional and Administrative Law for Public Sector Managers | |

Law Course*
Internship

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

Other considerations for entry to the MSc IPDM Programme - 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

GOVT6040 International Public and Development Management

GOVT6042 Policy Writing for Public Managers

GOVT6043 Organization Design and Change for Public Managers

GOVT6076 Quantitative Research Methods

Year 1, Semester 2

GOVT6041 International Perspectives on 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:

GOVT6058 Supervised Research Project in Public Policy Studies, OR

GOVT6059 Supervised Research Project in International Public and 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.

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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

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GOVT6040 International Public and Development Management (formerly GOVT6000 Leading Issues in Public Management)

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

GOVT6043 Organisation Design and Change for Public Managers (formerly GOVT6020 Emergence of State Owned Enterprises)

The course explores concepts, principles, and theories of organizations that inform the choice of an organizational form in the public sector. It critically examines political and economic drivers of policy decisions that govern public sector organizational development in local and regional contexts. The course introduces strategic planning tools that can be applied to drive change and improve organizational performance. It also explores the influence of culture, and leadership on change, and the principles of change management while focusing on the organization as a whole.

GOVT6042 Policy Writing for Public Managers (formerly GOVT6010 Leading Issues in Development Management)

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

GOVT6041 International Perspectives on Regulation and Regulatory Reform (formerly GOVT6030 Regulation and Regulatory Reform)

This course aims to introduce students to the academic study of public policy specifically with reference to the regulation of utilities and financial sectors in a post-privatisation era. The course adopts a comparative perspective and draws on evidence from a number of countries; emphasis will be placed on developments in Jamaica and the wider Caribbean. The course also addresses the impact of neoliberalism and globalisation on national regulation and new and experimentalist moves within regulation discourse and practice. We wrap up the course with a session on regulation and public procurement. The sources examined are interdisciplinary, with readings drawn from political science, law, and economics. The focus of the course will be conceptual and theoretical as well as policy driven. Students will be expected to apply the relevant concepts and theories to the cases examined in the various sectors.

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.

MSc Politics & International Cooperation Degree (MPIC) – SPECIAL OPTION

Entry Requirements

The programme is restricted to a limited number of participants who are selected based on their applications and their eligibility according to the criteria set out below and as indicated in the *Faculty of Social Sciences Undergraduate Handbook 2015-2016*, p. 65. (See Appendix II). **Bearing in mind that there is NO DIRECT ENTRY AT THE GRADUATE LEVEL, the minimum requirements for consideration at the undergraduate level are:**

- Good performance in CAPE or 'A' Level Examination in French
- First year registration for FREN1001 and FREN1002
- GOVT1000 and GOVT1008
- A GPA of 2.5 and above for the first year

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

MPIC Programme Structure

Undergraduate/Graduate Component – Years One to Four

Students spend their first undergraduate year in their home institutions, their second undergraduate year in Bordeaux, their third undergraduate year in Martinique, their first graduate year in Bordeaux and the fifth and final graduate year in the M.Sc. programme at UWI Mona.

Graduate Component Course of Study – Year Five

The fifth year, done at the UWI Mona, continues to reinforce the delivery of International Relations and Development Studies courses. Courses are offered on the politics, political economy and the international relations of the Caribbean, on the social and economic challenges, development strategies and policies of the Latin American and Caribbean region.

Students are required to take eight 3-credit graduate courses; four courses (i.e. 12 credits) during each of the two semesters that they spend at UWI Mona (12 + 12 = 24 credits). They will have primary access to the courses in the Department of Government. Those that are currently on offer and that seem to be most applicable to their field of study are listed below. However, they may also register for other courses offered in this Department provided that they get the requisite approval.

Alternatively, students will be allowed to take up to three of their courses (i.e. 9 credits) from outside the Department of Government, if they wish. Such courses may include, for example, offerings from the Institute for Gender and Development Studies, the Institute for Caribbean Studies, SALISES or other departments within the Faculty of Social Sciences. Registration for such courses will require the prior approval of the departments and institutes concerned and will depend on the students' ability to meet any prerequisites or special financial stipulations that may exist for such courses.

Course Offerings:

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

| Semester I | Semester II |
|--|--|
| GOVT 6064: Theories and Issues in Contemporary International Relations | GOVT 6066: Law and Politics of the Sea |
| GOVT 6069: The World Trading System | GOVT 6067: Government and Politics of Latin America |
| GOVT 6070: Regionalism in a Globalized World | GOVT 6073: International Economic Law |
| GOVT 6072: International Political Economy | |
| GOVT 6074: Global Political Economy and the Environment | |
| GOVT 6076: Quantitative Research Methods | GOVT 6077: Qualitative Research Methods |
| GOVT 6078 Caribbean Political Systems I | GOVT 6079: Caribbean Political Systems II |
| GOVT 6081: Democracy I [Not on offer 2016/2017] | GOVT 6094: United States Foreign Policy |
| GOVT 6116: Principles and Practices of E-Governance | GOVT 6095: Methods and Models of Transitional Justice |
| GOVT 6180: Theories and Concepts in Global Security | GOVT 6177: Analysis of Political Opinion and the Media |

N.B: Once again, students may also request access to any of the other M.Sc. courses offered by the Department of Government but approval will depend on meeting prerequisites that may exist. Students may also request up to THREE extra-departmental courses (3 X 3 = 9 credits). Their access will be contingent on the policies and the approval of the department concerned.

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; not offered 2017/2018)
- 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 Organisational Behaviour (part time)

MASTER OF SOCIAL WORK PROGRAMME

ENTRY REQUIREMENTS

The requirements for admission to the Master of Social Work Programme are:

Applicants with a first degree in Social Work from UWI, Mona graduates should possess a minimum of 2.85 GPA including paid and/ or voluntary experience in the social sector.

Applicants with a first degree in social work but have no experience in the field but possess a 3.0 GPA and above maybe considered.

Applicants from other Social Work degree programmes including UWI St. Augustine, UWI Cave Hill and UWI Open Campus should possess at least a 3.0 GPA including paid and / or voluntary experience in the social sector.

Applicants without Social Work experience but with higher GPA (usually 3.4 and above) may be considered.

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 was re-designed to equip students to better respond to labour market needs and to the challenges and possibilities of the contemporary and emerging Caribbean. The programme maintains its alignment with the voluntary global standards developed by the International Association of the Schools of Social Work (IASSW) of which the programme at Mona is a member.

The programme continues to be anchored in internationally recognized core principles guiding the social work profession: the dignity and worth of the person, the centrality of relationships for effecting change, and a commitment to social justice. It is grounded in a framework characterized by its person in the environment, evidence-informed, inclusive, and strengths-based perspective. Further, the teaching and learning process of the Social Work programme at UWI Mona is informed by a Social Development orientation, with its focus on social participation and on capability development at individual and institutional levels.

Duration of Programme:

Two (2) years full-time

Three (3) years part-time

Programme Structure

The Master of Social Work programme is offered on a full time and on a part-time basis. Students, who choose to do the full-time programme, should be prepared to fulfil the requirements expected of that status, which will include the demand for a full-time block practicum placement. Number of credits needed for graduation: **45**

The programme is divided into a Foundation Year and a Concentration Year

Foundation Year

The first year of the programme is the foundation year. The emphasis in this year is on strengthening students' professional identity and establishing the contextual, theoretical and ethical framework for practice.

Concentration Year

The second year of the programme students will focus on advanced methods of practice. The two areas of concentration are Direct Social Work Practice and Social Administration and Development. During the Concentration year, students who choose the Direct Practice Concentration will be exposed to assessment and intervention tools which will aid them in doing effective assessment and intervention as it relates to psychopathology using DSMV as a resource book. Students are expected to apply contemporary theories as it relates to trauma, depression and other major pathologies affecting children adolescents and their families.

Students who choose to do the Social Administration and Development Concentration will be exposed to more supervisory and management issues, and build on previous knowledge in the undergraduate program and the foundation courses, to address issues of social work leadership, community development policies and strategies, ethical dilemmas and overall management of organizations.

FOUNDATION COURSES

SOWK 6133 Critical Reading & Writing for Academic and Professional Settings

SOCI 6102 Social Policy & Administration I

SOWK6124 Theory for Advanced Social Work Practice

SOWK 6125 Strategies & Skills for Effecting Social Change

SOWK 6130 Social Work Practice for the Caribbean: Values, Issues & Contexts

SOWK 6120 Evaluation of Social Work Practice

CONCENTRATION COURSES

Direct Social Work Practice Concentration

REQUIRED COURSES

SOWK 6128 Direct Practice with Children Adolescents & their Families

SOWK 6129 Trauma Informed Social Work Practice

SOWK 6112 Family Therapy

SOWK 6119 Group Therapy **OR** Approved Elective

Social Administration and Development Concentration

REQUIRED COURSES

SOCI 6103 Social Policy & Administration II

SOWK 6006: Social Work Management & Administration

SOWK 6121 Community Practice - Arenas & Strategies

SOWK 6122 Community Economic Development **OR** Approved Elective

RESEARCH COURSES

SOCI 6067 Advanced Social Research Methods

SOWK 6123 Social Work Research Project

PRACTICUM COURSES

SOWK 6126 Social Work Practicum & Integrative Seminar I (240 field hr + 2 hr weekly seminar)

SOWK 6127 Social Work Practicum & Integrative Seminar II (360 field hr + 2hr weekly seminar)

COURSE DESCRIPTIONS

FOUNDATION COURSES

SOWK 6133 Critical Reading & Writing for Academic and Professional Settings

This course is designed to improve graduate students' reading and writing competence. In order to establish a foundation for academic and professional writing, it will focus on all aspects of the writing process as well as the standards for writing at

the micro, mezzo and macro levels of professional practice. As such, the course will focus on producing field-specific reports as well as psychosocial studies, process recordings, group proposals, and writing for social and traditional media. Students will also have the opportunity to enhance their critical reading and writing skills by evaluating scholarly or academic texts. Furthermore, several methods will be utilised in the delivery of this course among them are peer reviewing, presentations and interactive sessions

SOCI 6102 Social Policy & Administration I

This course begins with an appreciation of the importance of social policy for social and economic development, and explores the social policy process, affording students a clear understanding of how social policy and social administration intersect. It provides students with a comprehensive understanding of the principles and theories which underpin social policies and how much value systems influence social welfare regimes and policy decisions.

SOWK6124 Theory for Advanced Social Work Practice

This course is designed to examine, from a generalist and development perspective, current social work theories which underpin social work practice across systems of different sizes: individuals, families, groups, communities and organizations. It will provide a detailed introduction to the major theories and models of change used in social work and a framework for the critical evaluation of these theories especially with regards to their application to practice with Caribbean people. The course will also give students in the different specializations in the graduate programme the opportunity to enhance theory building skills and apply their understanding of theory development across all the modalities of social work practice.

SOWK 6125 Strategies & Skills for Effecting Social Change

The course is designed to deepen the student's understanding of the policy environment in the Caribbean, and develop and strengthen skills in issue identification, strategy development and work with stakeholder groups.

SOWK 6130 Social Work Practice for the Caribbean: Values, Issues & Contexts

This course provides the beginning graduate student with an opportunity to adopt a critically reflective stance in relation to already existing knowledge, to deepen their understanding of the socio-political and economic context in which the profession is located and enhance their appreciation of the impact of the social work's multi-systemic perspective.

The course is also intended to deepen students' awareness of the importance of ethics in their day to day work as human service professionals; to equip them with techniques for ethical decision-making and to assist them in internalizing norms of professional conduct appropriate to their profession and field of service. Interactive in

nature, it will serve as a vehicle for stimulating students' professional commitment to the creation of effective and just policies for the people of the Caribbean.

SOWK 6120 Evaluation of Social Work Practice

The course will introduce students who intend to work or are working with individuals, families, other small groups, and communities, to the concept and process of evidence-based practice and the debates about its emergence and use. It will develop students' knowledge and skill in techniques used to evaluate the impact and effectiveness of their interventions, in particular the method of single-system (single case) design.

CONCENTRATION COURSES

DIRECT SOCIAL WORK PRACTICE

SOWK 6128 Direct Practice with Children Adolescents & their Families

This is an advanced practice course designed to enhance the knowledge base and clinical skill of the contemporary social workers practicing in the Caribbean. Students will (i) conduct comprehensive assessments, (ii) strengthen their direct intervention skills and (iii) develop effective treatment plans for a micro level population. The theoretical and practice framework that underpins the course comprises developmental, psychodynamic, cognitive-behavioural and ecological perspectives. Treatment and intervention strategies will also be identified and applied to direct social work practice with children, adolescents, youth and other micro level systems. This course builds on a generic foundation of social work knowledge and practice at the undergraduate level and pre-supposes that the student has had some micro-level practice experience.

SOWK 6129 Trauma Informed Social Work Practice

This course gives an overview of the impact, history, and nature of trauma. It is designed to provide human service professionals with skills and techniques which will enable them to do assessment and intervention with a range of specific populations who experience different types of trauma. Using a combination of on-line and face to face teaching opportunities, students will be able to develop skill sets that will give them foundation knowledge and practice experiences to deal with some of the contemporary issues directly and indirectly related to trauma that are being experienced by children youth and families locally, regionally and internationally.

SOWK 6112 Family Therapy

This course will introduce students to the many aspects to understanding and working with families. In pursuing this course, students 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 self-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.

SOWK 6119 Group Therapy

This course will introduce students to the techniques and processes of group psychotherapy and counselling. The course will also examine the ethical guidelines of group psychotherapy and the major theories and applications of the field.

SOCIAL ADMINISTRATION AND DEVELOPMENT

SOCI 6103 Social Policy & Administration II

This course interrogates some of the most contemporary developments in Social Policy and Administration, along with their general impacts and implications for Jamaica and the wider Caribbean. Attention is paid to four main sectors: social protection, education, health and housing/shelter as the course explores emerging issues, new policy directions, debates and controversies. Consideration is paid to constraints occasioned by macroeconomic instability: poor economic performance and low economic growth; changing demographic conditions and profiles; debates regarding the role of the state; and the globalization of social policy.

SOWK 6006: Social Work Management & Administration

This course will examine the management and administration of Human Service Organizations (HSOs). It will focus on human service organizations as social systems exploring some critical factors which shape the development and functioning of these organizations such as the social mandate, structure, processes, clientele, systems and resources (including human resources) and the environment. Participants will explore the dynamics of organizations in general and more specifically human service organizations and consider these dynamics and processes in relation to the roles and functions of managers/administrators. Central to this exploration will be the mandate for social change – a critical element of all social work practice. Participants will be exposed to a variety of tools and resources that support the management and administration function in HSOs.

The course is organized in three modules within which the roles and functions of the manager/administrator will be considered contextually and in which the challenges of functioning within the Caribbean will be explored.

Participants will be encouraged to draw on the skills learnt in micro, mezzo and macro levels of practice in developing a working understanding of how management and administration in Social Work both shape and is shaped by organizational context and external realities

SOWK 6121 Community Practice - Arenas & Strategies

This course will contribute to strengthening the knowledge and skills of persons with entry level qualifications in the field of community practice. It will pay attention to the role of historical and socio-cultural processes in the creation of “community” in developing country contexts such as are found in the Caribbean. It will focus on deepening students’ theoretical understanding of the field and on strengthening their analytical skills.

SOWK 6122 Community Economic Development

This course examines Community Economic Development (CED) as an intervention strategy for addressing the social and economic needs of marginalised groups and communities in which poverty is rife. Students will be given the opportunity to identify and differentiate between theoretical approaches to developing a community economy; identify the elements of CED common to all successful ventures; design and apply different diagnostic tools used in community economy analysis; articulate the strategies used to build a community economy; create a community or enterprise development proposal and evaluate CED programmes

RESEARCH COURSES

SOCI 6067 Advanced Social Research Methods

This course will provide students 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

SOWK 6123 Social Work Research Project

The regulations for Taught Masters Research Reports and Projects apply to this course. Students are not required to undertake original primary research for this course. Students have the option to produce a case or other technical report based on their practicum in fulfilment of the requirements for this course.

PRACTICUM

SOWK 6126 Social Work Practicum & Integrative Seminar I and SOWK 6127 Social Work Practicum & Integrative Seminar II

The overall objective of the graduate field placement is to provide supervised practice opportunities in line with the areas of concentration in order to allow students to test their knowledge of theory while enhancing intervention strategies and skills. It is the expectation that students will be further facilitated in their professional formation and development.

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 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 (SOCI2000)

Demography I (SOCI3018)

Demography II (SOCI3021)

Statistical Computing for Social Research (SY2009)

Statistics for Behavioural Sciences (SOCI2008)

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 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.

Candidates for the Higher Degree Diploma will be required to have a minimum requirement of a Bachelors degree and at least three years' post-graduation practical work experience at a senior management level. Alternatively, candidates may be accepted where they are taking the course for continuing education credits for certification by the Nursing Association of Jamaica, the Medical Association of Jamaica or for a similar professional body that has entered into this agreement with the University. Where the candidates do not fall into these categories and they cannot submit to the University a statement from their employer stating that the qualification is vital for the survival of the organisation, they will be required to either register for the individual courses without the formal terminal diploma certification.

It should be noted that once committed to the Diploma candidates may opt to upgrade their registration to the full MSc. Human Resource Development Degree. Upgrading will then require the candidate to seek permission formally from, and change their registration at, the Office of Graduate Studies and pay any difference in the requisite tuition fees. They may then apply for credit exemptions for the courses already taken. Alternatively, persons registered for the MSc. Human Resource Development may opt to qualify at the diploma status if for some reason they cannot

continue in the Masters Programme. The HRD Graduate Programmes will determine the portion, if any, of the tuition fees paid for the Masters Degree that will be refunded. The HRD Graduate Programmes Unit will not guarantee that persons who have upgraded their programmes will complete the MSc HRD within one year of their upgrade.

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

HRNM6102 Groups: Theory Development and Processes (3 credits)

HRNM6201 Organisational Strategy: Management, Leadership and Organisational Ethics (3 credits)

Term II

HRNM6603 Job Analysis and Strategic Organisational Staffing (3 credits)

HRNM6604 Performance Management: Theories and Practices (3 credits)

HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation (3 credits)

Year II

Term I

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

Term II

HRNM6301 Organisations: Design, Intervention and Evaluation (3 credits)

HRN6503 Training Design, Delivery and Evaluation (3 credits)

COURSE DESCRIPTIONS

HR6503 Training Design, Delivery & Evaluation (3 credits - Term II)

This course seeks to introduce students to the basic elements of the training process and determine how these elements assist in achieving training goals and objectives. It will examine the role played in the training process by the main constituents inside and outside of the organisation to determine relevance, centrality and influence. The course will also give special attention to the significance of evaluation and, in particular, measuring of return of investment (ROI) or the impact of training on company investment. The course will analyse the principles of adult learning and identify the strategies and tools used for effective training. In addition, it will analyse current issues surrounding training, education and development in the face of strong demands from business and industry for greater value from the training input.

HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation (3 credits - Term II)

This course seeks to establish the institutional framework within which organisations and workers operate within the Caribbean. The organisation is located within the regulatory framework, and in relation to the activities of formal organisations such as trade unions, employers and workers associations, and other relevant groups in the wider society. It is intended that an appreciation of the way in which labour/management relations are realised in actuality will be achieved. However, rather than being strictly descriptive, it is expected that there will be evidence of a reasonable degree of analytical ability among the participants.

HRNM6102 Groups: Theory Development and Processes (3 credits - Term I)

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

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

Finally, the course provides opportunity for theoretical/research and experiential exploration of issues related to groups which impact organisational functioning and performance. Also, the course is designed to further develop skills that will enhance

the HRD practitioner's capacity in dealing with the variety of group based issues and problems in organisations.

HRNM6301 Organisations: Design, Intervention and Evaluation (3 credits - Term II)

Within today's intensively competitive and constantly changing business environment, the ability of an organisation to thrive and survive within such a context, is largely dependent upon management's ability to evaluate the way their organisations are designed. Equally, as the business environment changes, management will also have to know how to redesign such organisation's structure and culture etc., to ensure constant realignment with the changing environment, as a basis to facilitate enhanced competitiveness and long-term survival. As a result, it is imperative that management gains the required knowledge and skills in the discipline of Organisational Design & Development, as a means to effectively manage their organisations to achieve these objectives.

The aim of this course is to expose students to the various theories and skills that underlie traditional and contemporary Organisational Theory and Design, to enhance their ability as potential managers, to competently engage in the process of organisational re-alignment for enhanced competitiveness and long-term survival. Equally important, the course is also focused on developing the necessary change management skills which are required to effectively manage the transformation process to attain re-alignment. This course also introduces students to the techniques of diagnosing and subsequently developing intervention strategies, intended to increase organisational effectiveness in a practical way.

Finally, the course provides an opportunity for participants to work in teams to address real life problems that exist in different types of organisations. Participants are expected to develop additional insights and competencies that are required to provide focused interventions to add value to the organisation. The course is practical in orientation, and represents a culmination of the stream of courses offered in the Diploma in HRD programme. This group project also serves as learning exercise that will equip students with the skill, knowledge and abilities to conduct their practicum on an independent basis.

HRMN6603 Job Analysis and Strategic Organisational Staffing (3 credits – Term II)

The capacity of an organisation to execute its business strategies and remain competitive in complex and dynamic environments resides primarily in the quality of its employees. Organisation performance and survival is, therefore, hinged on acquiring and effectively deploying employees with the appropriate and optimal mix of skills, abilities and attitudes. The practice of staffing has changed significantly. Hiring managers and human resource professionals need to be familiar with strategic staffing techniques.

With this in mind we will also take a comprehensive look at job analysis. Job Analysis is a human resource management/development activity aimed at defining and understanding jobs, individually and according to their relevant cluster(s) or families

across the organisation or enterprise. The process guides the actual location or placement of the job(s) within the organisational and operating structure, thereby facilitating appropriate recruitment and selection, relevant training and orientation programmes, employee promotion and succession planning and compensation and rewards management. Beyond and above the relevance at the organisational/enterprise level, job analysis serves a broader function of standardisation of jobs, proper classification by industry, nationally and internationally, and integration of the relevant institutional network.

HRNM6604 Performance Management: Theories and Practices (3 credits – Term II)

This course is about the design and implementation of successful performance management systems. The content of this course includes information to assist practitioners in gaining an understanding of the different approaches to performance management, thereby providing the knowledge required to make informed choices in evaluating and selecting a performance system. In addition, this course seeks to provide participants with an awareness of the processes involved in identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic goals of the organisation.

HRNM6201 Organisational Strategy: Management, Leadership and Organisational Ethics (3 credits – Term I)

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

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

This course will provide students with a solid conceptual and practical understanding of the discipline of cost accounting and the opportunity to develop competence in the computation of costing methods. It will assist Human Resource practitioners to appreciate the decision making process and how the use of numerical data can be used to make better decisions.

MSc Human Resource Development

Programme Information

This programme seeks to train professionals who can contribute to the strengthening of organisations both through organisational analysis and intervention and through training, team-building and effective leadership. The programme is delivered on a part-time basis over a two-year period. It comprises thirty-nine (39) credits from taught courses and a six-credit practicum. The schedule of taught courses includes thirteen (13) courses that are structured into modules of 3 credits.

REQUIRED COURSES

HRNM6603 Job Analysis and Strategic Organisational Staffing (3 Credits - Term II)

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

HRNM6102 Groups: Theory Development and Processes

HRNM6402 Research Methods for Human Resource Development Practitioners

HRNM6201 Organizational Strategy: Management, Leadership and Organisational Ethics

HRNM6503 Training Design, Delivery and Evaluation

HRNM6401 Statistics for Human Resource Development Practitioners

HRNM6604 Performance Management: Theories and Practices

HRNM6301 Organizations: Design, Intervention and Evaluation

HRNM6017 HRD Practicum

HRNM6602 Compensation Management: Strategies, Systems and Theories

HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation

HRNM6801 Information Technology for Organisation Development and Practice

OR

HRNM6702 Small Business Development and Growth

HRNM6404 Financial Data Analysis for Human Resource Development Practitioners

COURSE DESCRIPTION

HRNM6603 Job Analysis and Strategic Organisational Staffing (3 credits - Term II)

The capacity of an organisation to execute its business strategies and remain competitive in complex and dynamic environments resides primarily in the quality of its employees. Organisation performance and survival is, therefore, hinged on acquiring and effectively deploying employees with the appropriate and optimal mix of skills, abilities and attitudes. The practice of staffing has changed significantly. Hiring managers and human resource professionals need to be familiar with strategic staffing techniques.

With this in mind we will also take a comprehensive look at job analysis. Job Analysis is a human resource management/development activity aimed at defining and

understanding jobs, individually and according to their relevant cluster(s) or families across the organisation or enterprise. The process guides the actual location or placement of the job(s) within the organisational and operating structure, thereby facilitating appropriate recruitment and selection, relevant training and orientation programmes, employee promotion and succession planning and compensation and rewards management. Beyond and above the relevance at the organisational/enterprise level, job analysis serves a broader function of standardisation of jobs, proper classification by industry, nationally and internationally, and integration of the relevant institutional network.

HRNM6701 The Theory and Practice of Industrial Relations, Conflict Resolution and Negotiation (3 credits – Term II)

This course seeks to establish the institutional framework within which organisations and workers operate within the Caribbean. The organisation is located within the regulatory framework, and in relation to the activities of formal organisations such as trade unions, employers and workers associations, and other relevant groups in the wider society. It is intended that an appreciation of the way in which labour/management relations are realised in actuality will be achieved. However, rather than being strictly descriptive, it is expected that there will be evidence of a reasonable degree of analytical ability among the participants.

HRNM6801 Information Technology for Organisation Development and Practice (3 credits - Term II)

Information Systems (IS) were first developed to obtain cost savings by automating clerical work. Today, they are used to provide new products and services, to support and enhance the processes by which managers and professionals make decisions and to coordinate work within and across organisations. The application of information technology (IT), which accounts for a large percentage of capital investments that organisations make, has led to entirely new ways of doing business. Traditionally, the responsibility for managing the acquisition and use of IT in organisations was explicitly assigned to functional IS managers. Today, with the dispersal of IT and its increasing importance throughout the organisation, most of this responsibility is devolving to line managers who are generally ill-prepared to accept it. Consequently, managing information technology has become both increasingly important and increasingly difficult. However, along with this increased importance, the interdependencies of the business processes that are targeted by IS require effective governance - executive oversight and decision-making – to ensure appropriate adoption and diffusion and the attainment of required business value. It is, therefore, impossible to manage a modern organisation without some deliberate focus on IS, how they affect the organisation and its employees, and how they can make businesses more competitive.

HRNM6702 Small Business Development and Growth

The purpose of this course is to explore the issues attendant on small business creation and growth as a phenomenon in both independent and corporate settings. By linking theory and practice the course aims to provide students with a hands-on experience in the development and maintenance of small business ventures. This course, along with HRNM6404: Financial Data Analysis for Human Resource Development Practitioners and participation in the HRD Internship, forms a

programme of study that will assist students to develop effective practice skills for helping to steer small businesses into a long-term future.

The prevailing economic conditions have brought to the fore the importance of individuals creating their own work rather than the traditional model of having employment provided for them. With this in mind, through this course students will be given the opportunity to harness their knowledge, skills and abilities in human resource development to study the wider applications of their discipline to the creation of work. They will be required to develop a small business idea and analyse through case studies and discussions with real life entrepreneurs, the issues that stymie this type of ambition.

HRNM6017 HRD Practicum (6 credits – Year II 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.

HRNM6101 Applied Behavioural Sciences: Theories for Human Resource and Organisational Development (3 credits - Term I)

This is a course in Psychology, Social Psychology and Sociology. It examines the factors that produce and influence behaviour particularly in workplace settings. It is a theoretical course that is at the same time concerned with practice and research. “Applied”, in the title of the course, emphasizes, for HRD, that theories and research studies should be investigated for their relevance to improvements in everyday work life. “Behavioural” refers to the general domain of study – human behaviour, including individual, interpersonal and group levels of analysis. The “Science” component must be emphasized as well, given that we seek to ground interventions in knowledge that is gathered through the scientific method. By situating work life in the context of larger social systems, the course offers the opportunity to appreciate Caribbean realities of social structure, history and culture. Through the theoretical perspectives of psychology, sociology and social psychology, we attempt to provide broad lens for understanding human behaviour. An emphasis is also placed on developing oneself as a scholar at the Masters level, and hopefully sets the stage for achieving excellence in the entire programme.

HRNM6102 Groups: Theory Development and Processes (3 credits - Term I)

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

This course provides students with the opportunity to explore this complex interaction process in groups. Specifically, it seeks to develop students’ awareness of their group

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

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

HRNM6201 Organisational Strategy: Management, Leadership and Organisational Ethics (3 credit3 - Term I)

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

HRNM6301 Organisations: Design, Intervention and Evaluation (3 credits - Term II)

Within today's intensively competitive and constantly changing business environment, the ability of an organisation to thrive and survive within such a context, is largely dependent upon management's ability to evaluate the way their organisations are designed. Equally, as the business environment changes, management will also have to know how to redesign such organisation's structure and culture etc., to ensure constant realignment with the changing environment, as a basis to facilitate enhanced competitiveness and long-term survival. As a result, it is imperative that management gains the required knowledge and skills in the discipline of Organisational Design & Development, as a means to effectively manage their organisations to achieve these objectives.

The aim of this course is to expose students to the various theories and skills that underlie traditional and contemporary Organisational Theory and Design, to enhance their ability as potential managers, to competently engage in the process of organisational re-alignment for enhanced competitiveness and long-term survival.

Equally important, the course is also focused on developing the necessary change management skills which are required to effectively manage the transformation process to attain re-alignment. This course also introduces students to the techniques of diagnosing and subsequently developing intervention strategies, intended to increase organisational effectiveness in a practical way.

Finally, the course provides an opportunity for participants to work in teams to address real life problems that exist in different types of organisations. Participants are expected to develop additional insights and competencies that are required to provide focused interventions to add value to the organisation. The course is practical in orientation, and represents a culmination of the stream of courses offered in the MSc. HRD programme. This group project also serves as learning exercise that will equip students with the skill, knowledge and abilities to conduct their practicum on an independent basis.

HRNM6402 Research Methods for Human Resource Development Practitioners (3 credits - Term I)

This course is intended to demonstrate the use of investigative and analytical thought in Human Resource Development as an essential information resource in problem identification and formulation while identifying relationships. As such, HRD students will be exposed to an understanding of the types of research, the goals of research and research designs with a view to solving HRD problems.

HRNM6401 Statistics for Human Resource Development Practitioners (3 credit3 - Term II)

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.

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.

HRMN6602 Compensation Management: Strategies, Systems and Theories (3 credits - Term I)

The **Compensation and Employee Benefits** discourse is positioned firmly within the broader exploration of the 'Human Resource Management and Development' activity and process. Indeed, it is treated here as one of the most important aspects of human resource management and development, for the simple and logical reason that it directly and indirectly affects employee recruitment, promotion and succession as well as the increasingly important area of performance and productivity Management. In

addition, significant legal aspects of employment are related to compensation and employee benefits.

The course focuses on the meaning, philosophy and practice of compensation. As such, important impacting issues and factors such as the economy (local and international), policy (government's and companies'), trade unionism/activism/negotiation, performance, efficiency and competence and technology are recognised and given appropriate consideration. The subject is explored as well in relation to broad concerns of pay adequacy and equity, skills and competencies versus the job and status or rank order of positions. Practical citations are made from real life situations of Jamaica and the wider Caribbean as well as internationally.

HRMN6604 Performance Management: Theories and Practices (3 credits - Term II)

This course is about the design and implementation of successful performance management systems. The content of this course includes information to assist practitioners in gaining an understanding of the different approaches to performance management, thereby providing the knowledge required to make informed choices in evaluating and selecting a performance system. In addition, this course seeks to provide participants with an awareness of the processes involved in identifying, measuring and developing the performance of individuals and teams and aligning their performance with the strategic goals of the organisation.

HRMN6404 Financial Data Analysis for Human Resource Development Practitioners (3 credits - Term I)

This course will provide students with a solid conceptual and practical understanding of the discipline of cost accounting and the opportunity to develop competence in the computation of costing methods. It will assist Human Resource practitioners to appreciate the decision making process and how the use of numerical data can be used to make better decisions.

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 (SOCI2000)

Sociological Theory II (SOCI2001)

Qualitative Research (SOCI2006)

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 pre-requisites 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 Organisational Behaviour

Entry Requirements

It is expected that students who are admitted to the doctoral programme will already have a Master's Degree with a substantial background in management or the behavioural sciences. Successful applicants are likely to be those with at least a B+ average during their graduate programme. Admission decisions are based on evaluation of the complete record for the applicant, which includes academic performance, work experience, evaluations and recommendations and evidence of motivation and skills relevant for a successful professional career. These include writing and communication skills. Personal interviews will be conducted with all applicants.

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 prepared adequately for an academic or a professional career in organisational analysis and intervention, whether in consultancy or within industry or the public sector. This doctoral programme seeks to provide the theoretical foundation and the technical skills needed to understand the complex issues which arise from social interaction within organisations.

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

METHODOLOGY REQUIREMENTS

HRNM7401 Qualitative Research Methods in Organisational Studies
HRNM7402 Organisational Theory Based Empirical Research
SOCI6115 Quantitative Data Analysis in the Social Sciences
SOCI6068 Advanced Social Research Methods II
PSYC6032 Applied Research Methods in Psychology and Organisational Behavior

PRACTICAL/ REQUIREMENTS

HRNM7002 Major Practicum (550 hours)

EXAMINATION/RESEARCH REQUIREMENTS

HRNM7004 Comprehensive Examination
HRNM7003 Research Paper
HRNM7005 Dissertation

COURSE DESCRIPTION

HRNM7101: Contemporary Issues in Organisational and Social Psychology (3 Credits)

In addressing the social psychology of organisations this course looks at contemporary issues both in social psychology and in the social psychological processes in organisations. It also provides multidisciplinary coverage of the organisational contexts in which social psychologists may work in a variety of professional domains. Familiarity with social psychological methods is assumed but their application within organisational processes and contexts will be examined in detail within the course.

The course aims to give a social psychological perspective on the elements of continuity and change in contemporary organisational life allowing students to develop a critical and reflective understanding of these key processes. The course will be informed throughout by a dual mandate: a rigorous approach to theory yet one firmly placed within the context of emerging organisational issues and relevant, current topics of debate.

HRNM7102: Psychological Assessment in Organisations (3 Credits)

This is a course in theory and practice. The course covers the necessary skills that students will need to select, administer, interpret and report on the psychological assessment of individuals within organisations.

Students will learn how to administer tests of interest such as the Strong-Campbell Vocational Interest Inventory, Tests of Aptitude such as the Differential Aptitude Test,

Tests of Personality such as the 16-PF; Behavioural Sampling Techniques such as In-Basket Exercises and integrate the findings of these into a comprehensive report. As part of this course students will be expected to conduct four assessments.

HRNM7201: Legal, Ethical and Professional Behaviour (1 Credit) [Part of the practicum since 2010]

This course will entail a review of the guidelines for the use and application for psychological tests internationally. Material will be derived from the Codes of Ethics for programme evaluators – American Evaluation Association, American Educational Research Association and the Canadian Psychological Association among other sources. Group discussion of ethical dilemmas will be a feature of the course.

Additionally, students will have a module on the implications for human resource practitioners of the law of tort, contracts, employment, intellectual property, partnerships and companies.

HRNM7301: Complex Organisations (3 Credits)

This is a course in the theory of organisations. It surveys the current state of the art of organisational analysis from a variety of disciplinary perspectives. Particular emphasis is placed on identifying new and emerging organisational networks in an increasingly globalised world.

Course Objectives

After completing the course the student should be able to understand and explain:

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

HRNM7302: Strategic Leadership and Change Management (2 Credits)

This seminar will cover theories of leadership as well as group dynamics within a multi-cultural context. It also incorporates a strong practical and experiential component based on the recognition that leadership qualities and skills are linked to self-awareness, the ability to manage oneself in different situations, and a high level of interpersonal skills. In this context, participants will have the opportunity to assess and explore their leadership experiences and styles of communication, with the aim to define areas of strength as well as areas that need further development.

The course provides students with the ability to reflect upon and improve their capacity to act effectively as innovators and change agents. It introduces students to the nature of power and politics in organisations, how this dimension of organisational

life impacts upon individual careers and organisational success, commonly recommended approaches and techniques for managing politics, and the personal and ethical issues involved in either participating in or abstaining from politics. The subject reviews current management research on organisational politics and change management, and provides checklists, case studies, guidelines and exercises for improving the students' practical knowledge and experience.

HRNM7303: Advanced Seminar in Organisational Design and Change (2 Credits)

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

HRNM7304: Organisational Decision-Making (2 Credits)

This seminar considers topics from organisational science and strategic management that are related to organisational decision making. Topics include organisational power and politics, managerial cognition, strategy formulation, organisational learning, and organisational information processing. The course is concerned with how decisions and strategies are developed in organisations, rather than how they should be. The intent is to develop a better understanding of organisational decision making, particularly at the top management level and particularly when the task is strategy formulation. A related intent is to review and develop theories about organisational decision processes, and thereby help us predict the outcomes of these processes. The content of the course is based on the readings and in-class analysis of journal articles and book chapters.

HRNM7305: Organisational Theory (2 Credits)

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

Learning outcomes

- Identification and analysis of effective organisational practices

- Research and evaluation of common patterns of behaviour within organisations
- Identification and recommendation of methods of assessing organisations and monitoring their progress

HRNM7401: Qualitative Research Methods in Organisational Studies (3 Credits)

Organisational research takes a broad multi-disciplinary qualitative approach to the study of organisations and organising. This course provides students with a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant qualitative organisational research. Students who have completed this unit will, at an advanced level, be able to design research proposals; collect qualitative data using a variety of research techniques; analyse qualitative data; and design probability and non-probability samples for conducting qualitative research.

HRNM7402: Organisational Theory Based Empirical Research (3 Credits)

To meet these two objectives, the seminar has been divided into two modules, with the first module focused on crafting new theoretical models from existing theories and the second one focused on the process of conducting empirical research.

The first module uses the “learning by modelling” and “cooperative learning” approaches for developing skills in crafting theory-based research models and for becoming familiar with some major theoretical areas in the organisational and economic theory domains. Two types of papers are assigned to impart learning using these approaches. The first type of papers includes some seminal theory papers on specific topics. The second type includes application papers that utilise theories (covered in the first type of papers) for developing new theories as well as crafting new empirical research models. Application papers include three types of applications: 1) extension and integration of theory papers into new theories; 2) development of new theoretical models from theory papers which are then tested using qualitative approaches; and 3) development of new theoretical models from theory papers which are then tested using quantitative approaches.

The second module of the seminar will also use the “learning by modelling” and “cooperative learning” approaches but will focus on the empirical research process. It will review topics pertaining to the philosophy of science, research design, data collection techniques including qualitative and quantitative approaches, and analysis/interpretation of data. Emphasis here will be on learning the substantive aspects of the research process through a careful review of the literature in this area and through an examination of some applications of some of the research methods and techniques in organisational research.

HRNM7501: Advanced Training (3 Credits)

This course will focus for the most part upon the actual performance of the training exercise rather than taking the mainly theoretical approach used in the HRNM6503: Training Design, Delivery and Evaluation course taught at the Masters level. The course will involve site visits and the development of a training programme.

HRNM7601: Organisational Consulting (2 Credits)

This seminar involves the study, analysis and presentation of recommendations for solving significant problems confronting organisations. Specifically, it will provide an opportunity to explore action inquiry, the different perspectives on organisation, review current consulting practice and the alternative approaches to the consulting process. Students will also examine their relationship to the broader social context in which they work.

HRNM7602: Career Counselling (2 Credits)

The course “Career Planning/Development Counselling” is designed to provide the Human Resource Manager with the requisite technical and professional skills to effectively guide the human resource development within his/her organisation. In addition, the course will place emphasis on the methodologies and strategies to be implemented in guiding the human resource development for the organisation as well as the individual workers within such organisation.

Exit Competence:

On the successful completion of the course, the participants should be able to:

- a. Provide career counselling to adults at the beginning (entry level) , middle as well as at retirement and after retirement ;
- b. Understand, and appreciate those critical variables, and special issues that impact positively and/or negatively on career development;
- c. By taking a proactive approach, identify when an employee needs career planning and/or career development counselling.
- d. Develop the skills necessary to successfully determine and influence the career path in the determination of the human resource management for, and in the interest of the organisation as well as for the individual worker (s);

HRNM7701: Selected Topics in Human Resource Development (2 Credits)

This seminar will focus, as necessary to meet student demand, on topics such as compensation, job evaluation, staffing organisations, employee assistance, quality assurance, quality management and performance management. The seminar will build on the material covered in Level I of the programme that is not addressed by any other specific course or seminar in Level II.

HRNM7702: Ergonomics, Health and Safety (2 Credits)

Organisations are legally required to provide their employees and contractors with safe premises, safe plant and equipment and safe systems of work. This seminar provides practical skills and advice in job safety management and examines issues affecting employee wellness. In this seminar participants will explore the physical, physiological, environmental and cognitive, design factors that affect productivity in the workplace, injury prevention in the workplace and community ergonomics, the development of protective clothing and practices in the workplace, the physical demands of work, HIV/AIDS and other chronic disease policies in the workplace, employee performance in extreme conditions of heat/cold/noise, the use of computers, cellular phones and audiovisual equipment at work and the evaluation of

the effects of using these and other common workplace equipment on worker health (i.e. musculoskeletal discomfort/disease/stress).

HRNM7703 - Interactions and Organisation in the Caribbean (3 Credits)

This course establishes the nature of the “social psychological enterprise” at the conceptual/methodological, institutional and practical levels. After a brief history of social psychology; examining general issues and problems in theory and in method, we review, mainly from a psychological social psychology perspective, the topics of self, attitude, perception, communication and interpersonal relationships in Caribbean society and organisations.

HRNM7801: Computer Applications for Human Resource Management (3 Credits)

This course covers managerial applications of IT and also helps students develop their understanding of the underlying technologies and the frameworks needed to successfully manage these.

The course aims also at an understanding of the relationships between information technology and information systems, business strategy and organisational improvement. It will examine information technology as an enabler and facilitator of business strategy and as a control tool to track performance and improve managerial decision-making. Additionally, the course provides exposure and hands-on experience with software and hardware related to computer applications in human resource management. Students are required to complete a research project related to human resource management applications.

HRNM7802 - Strategic Management in Organisations (3 Credits)

This course provides an analysis of the needs, contexts and processes involved in strategic management within growing organisations. To do this, the course will examine the main underlying approaches to strategic management. These range from the commonly applied ‘prescriptive’ approaches and techniques to approaches which draw from the observation, experience and analysis of real management issues, contexts and behaviour. They also include approaches, which see strategy as a function of competitive market forces and cultural norms, and approaches which see strategy as an outcome of underlying skills, abilities and routines. Additionally, the course will focus upon the implementation and the evaluation of the strategic decisions taken as a result of these prescriptions.

HRNM7901: Dissemination Skills (1 Credit)[Part of the Practicum since April 2011]

This course forms part of the weekly skills-building seminars that attend the preparation of the thesis. The course involves techniques essential to facilitate the utilisation and understanding of findings of research and consultation. It would involve training specifically in writing executive summaries, technical manuals and press releases. Additionally students will be taught how to engage the media. This would involve handling television, radio and telephone interviews, a radio interview and a telephone interview. Students will be taught the wedge format in structuring messages to the media. Students will also be instructed in the proper use of the media to disseminate the findings of their work. They will be taught how to negotiate an

interview. Finally, students will be expected to make oral presentations to the stakeholders.

PSYC6608 – Psychology of Work and Motivation (3 Credits)

A key area of organisational psychology is work motivation. Indeed, it may be said that employee motivation is vitally important to Caribbean development as a whole. This course is designed to explore motivation and satisfaction at the employee level in the industrial/organisational context in the Caribbean. Employee motivation is related to critical issues such as employee satisfaction, turnover rates, performance and productivity. In this course students will learn the theories and principles of motivation and why motivation is crucial to organisational performance and employee satisfaction. Students will also develop the skills required to enhance motivation levels of employees at all levels.

PSYC6010 - Organisational Learning (3 Credits)

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

PSYC6032: Applied Research Methods in Psychology and Organisational Behaviour (3 Credits)

In this graduate seminar we will review the major theories that have been developed by Health Psychologists, and explore the many social settings and situations in which this knowledge may be applicable. We will make a deliberate departure from the biomedical model, which assumes that psychological and social processes are independent of the disease/health process. Rather, the biopsychosocial model will guide our work as we explore linkages between the mind, environment, and the body, and ways in which this interaction influences health and illness.

In this course, students will:

- Gain an understanding of the kind of knowledge, training, research and interventions that health psychologists undertake.
- Develop expertise in applying health psychology theory, research methods, and evaluation tools to current social problems.
- Acquire and build on existing research skills by preparing for and making individual, in-class presentations based on a research project of their choice.

SOCI6001 Multivariate Analysis (3 Credits)

This course pursues more advanced topics in Multivariate Analysis such as structural-equation modelling. A theoretical approach is used, but emphasis is on applications to

management and administrative problems. Applying packaged computer programmes to implement statistical tools is outlined as well as interpreting and analysing computer output. Additionally, the course will cover the mathematical methods for psychometric testing – Calculation of Reliability and Estimation of Validity including multi-trait/multi-method matrices that lead to item analysis and the item-response theory.

SOCI6068 - Advanced Social Research Methods II (3 Credits)

This course will develop students' research skills rather than explore formula derivation proofs. It covers the material with a very practical approach emphasising the interpretation of results and the computer application of the techniques covered. The course will give an introduction to the simple linear model and explore the multivariate regression model, heteroskedasticity, multicollinearity, dummy dependent variables, using the regression equation and factor analysis along with other principal components.

SOCI6115: Quantitative Data Analysis in the Social Sciences (3 Credits)

This course is an introduction to the practice of statistics in the social sciences for beginning graduate students. It is designed to provide students with a sound understanding of a wide range of commonly used statistical and research methods so that they are able to undertake data analysis for their Master's thesis confidently, and complements the advanced statistics course that students are expected to take. At the end of the course, students should be able to confidently and effectively carry out univariate and bivariate data analyses and have an appreciation of regression. The theoretical knowledge that students should gain will be complemented by "hands on" training in the application of statistical techniques to social science research problems using Statistical Package for the Social Sciences (SPSS) software.

HRNM7002 Major Practicum (8 Credits)

This course involves a supervised 550-hour attachment to an organisation. It gives students an opportunity to participate in an organisational change process that will allow them to:

1. Plan and manage a participatory change project, including communication with key stakeholders, and adherence to agreed-upon elements of proposal and/or intentionality of changes to the plan.
2. Identify and evaluate organisational change goals and, whether successful or not in achieving those goals, provide an in-depth reflection on the change process, and its relation to the larger systems and processes of which it is a part.
3. Identify and engage with - at a theoretical and practical level - issues and dilemmas of organisational behaviour theory incorporating relevant scholarship and professional knowledge.
4. Engage in the exploration of and in-depth reflection on his/her personal and professional capabilities to lead change, incorporate relevant professional knowledge and personal awareness.

5. Present a well-written, well-presented Final Report.

HRNM7003 Research Paper (6 Credits)

The research requirements for this degree include a six-credit research paper. This research paper is expected to be 12,000 - 15,000 words long. Specifically, the aim of the Research Paper is to provide students with an opportunity prior to attempting their dissertations to demonstrate a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant research in accordance with the scientist-practitioner model endorsed by the programme. Specifically, in order to complete this paper successfully, students will be required to demonstrate an ability to design a research study; collect data using a variety of research techniques; analyse and evaluate this data; and conduct validity and reliability checks of their data all within the guidelines of international standards of ethical scholarship. It is expected that the work done for this course will form the basis for the full dissertation study to be undertaken by the student independently. Although it is advised that everyone do it, this course is a requirement for persons whose Masters programme did not include an independent research paper.

HRNM7004 Comprehensive Examination

Students will be required to take a comprehensive examination on completion of the doctoral coursework. Through the means of two examinations of three hours duration each students will be afforded the opportunity to demonstrate their expertise to harness their knowledge in each of the six key competencies that have been developed during the course work stage of the programme. These are: designing, conducting and communicating original research, analysing and synthesising the findings and key concepts from extant literature and from their original studies and applying this theoretical knowledge to their professional practice in academia, public service and industry.

Only students who succeed in these examinations will be allowed to proceed to the dissertation stage of the programme. Students who fail either or both of these examinations will be allowed a single opportunity to re-sit the examination.

HRNM7005 Dissertation (24 Credits)

The research requirements for this degree include a dissertation which is equivalent to 24 credits. The dissertation may take two forms: first, the traditional thesis which must be at least 60,000 words long; or second, with the agreement of the supervisory committee, the dissertation may take the multi-paper format.

Specifically, the aim of the Dissertation is to provide students with an opportunity to demonstrate through mainly independent study, reflection and analysis a detailed understanding of the issues underlying the conduct of rigorous, theoretically correct and practically relevant research in accordance with the scientist-practitioner model endorsed by the programme. Specifically, in order to complete this paper successfully, students will be required to demonstrate an ability to design a research study; collect data using a variety of research techniques; analyse and evaluate this data; and conduct validity and reliability checks of their data all within the guidelines of international standards of ethical scholarship.

Students will also be required to make a public oral defense of their thesis.

**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*)
- Doctorate in Business Administration (DBA)
- Master in Business Administration (MBA) with concentrations in Banking and Finance, General Management, Marketing, Human Resource Management, International Business and Management Information Systems. (**Regular and Accelerated Tracks**)
- 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 Computing)
- MSc Corporate Finance (*Full time or Part time*)
- MSc Logistics and Supply Chain Management (*Full time or Part time*)
- MSc Marketing and Data Analytics (*Full time or Part time*)
- MSc National Security & Strategic Studies (*Full time or Part time*)
- MSc Procurement Management (*Full time or Part time*)
- MSc Taxation (*Full time or Part time*)
- MSc in Telecommunication Policy & Technology Management (*Part-time only*)

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 analyzing 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 spreadsheets.

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.

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.

Master in Business Administration

Entry Requirements

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 post degree work experience and must be able to commit themselves to a rigorous 16-month programme for the Accelerated Track or 24 months for the Regular track.

Programme Information

The MBA targets management professionals who are aspiring to higher executive management roles and/or entrepreneurship. The programme provides a sound general management base upon which students build specialized functional skills and knowledge. The programme is structured to provide incremental exposure to core courses and concentrations in: Marketing, Human Resources Management, International Business Management, Management Information Systems, Banking and Finance, and Sports Management. Students may also choose the General Management concentration which provides exposure to a combination of functional areas. The programme is accredited by the Association of MBAs (AMBA)

THE FOUNDATION MODULE

SBCO6000 Foundation Skills for Graduate Management Education

SBCO6030 Graduate Mathematics for Management Education

CORE COURSES

- Business in a Global Environment Operations Management
- Quantitative Methods & Statistical Techniques
- Transformational Leadership and Management
- Financial & Managerial Accounting
- New Ventures & Entrepreneurship
- Economics for Managers Business Policy & Strategy
- Financial Management Business Analytics
- Marketing for Managers

COURSE DESCRIPTIONS

SBCO6000:

Foundation Skills for Graduate Management Education (non-credit)

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

SBCO6030:

Graduate Mathematics for Management Education (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 MBA students and re-orientes them to various mathematical concepts related to the disciplines they will cover in the MBA programme.

Personal Development Electives**(Non-Credit)**

The Personal Development Electives (PDE's) represent the MSBM's response to students' requests for additional exposure in areas that have bearing upon their effectiveness. The electives will provide students with the opportunity to participate in diverse learning experiences during their programme. By virtue of their involvement in their chosen electives, students will acquire specific personal skills by engaging in seminars, workshops, special assignments or projects. Students may choose one of the following:

SBCO6081: Social and Business Etiquette

Etiquette, the customary code of polite behaviour in a society, has become increasingly important in today's global business environment where organisations compete on the basis of service delivery. Manners are more than niceties. They are among the crucial business skills required for personal and organisational success since many business activities take place in social settings. The seminar will cover the dos and don'ts in the various social settings that students will face as they graduate and move through the corporate world or the public sector.

SBCO6082: Career Development

This course will seek to help students to better identify their interests, abilities and values and relate them to their job search and professional objectives; to further develop the tools of job search and the skills for interfacing with the job market.

SBCO6083: Ethics in Business (Compulsory)

This seminar will introduce participants to the nature of ethics in business and the questions concerning the possibility of such a task. It will present an overview of selected ethical theories and identify and outline approaches to resolving dilemmas which arise in the conduct of business. It will take special account of the Jamaican/Caribbean context and issues that arise in the conduct of business in that arena.

SBCO6084: Public Speaking

This seminar was designed to ensure that students develop one of the most important skills that organisations have identified – Public Speaking. This course along with all the other presentations that are done throughout the other courses of the programme ensures that the student is well rounded and comfortable in speech making and public speaking.

SBCO6170:

Business Analytics (3 credits) This course examines the ways in which enterprises such as businesses, non-profits, and Governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for a range of world-leading companies. With the increasing availability of broad and deep sources of information so-called "Big Data"-business analytics are becoming an even more critical capability for enterprises of all kinds.

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.

SBCO6130:

Economics for Managers (3 credits) This course introduces students to the economic approach to social analysis and the economic fundamentals of enterprise. Principles and analysis not solutions, are emphasized to develop economic thinking. The course explores five basic themes: market allocation, transaction costs, strategic behaviour, economic development and economic policy.

SBCO6140:

Financial Management (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.

SCO6070:

Marketing for Managers (3 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.

SBCO6190:

New Ventures and Entrepreneurship (3 credits) This course is designed to give participants practical skills and methodology for identifying, analyzing and developing new business concepts and writing business plans. It gives an understanding of the process of new business creation, entrepreneurial behaviour and the entrepreneurial process, including the issues that affect family businesses. It also analyses the concept of intrapreneurship, which deals with application of entrepreneurial thinking within the framework of being employed in an organization.

SBCO6200:

Business Policy & Strategy (3 credits) This course is designed to improve the participant's ability to integrate knowledge of functional disciplines into a general management perspective and evaluate internal and external conditions and forces that have impacted on business organizations.

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.

SBCO6100:

Transformational Leadership and Management (3 credits) This course is designed to create awareness of individual behaviour and collective organizational behaviour within an organization as well as awareness of the ways in which management and leadership can influence and shape these behaviours. Additionally, it is designed to influence the views and behaviours of participants in relation to leadership for transformation. It focuses on principle centred behaviour, the ability to inspire self and others', creative thinking, and problem solving as the driving forces for influencing and managing change in an organizational environment

SBCO6340:

Business in a Global Environment (3 credits) This course examines the critical aspects of the global business environment that influence a firm's decisions and behaviour. It focuses on the macroeconomic, institutional and technological factors at both international and national levels that shape the environment in which firms compete.

SBCO6520:

Quantitative Methods and Statistical Technique (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.

CONCENTRATIONS

- BANKING AND FINANCE
- INTERNATIONAL BUSINESS
- MARKETING
- MANAGEMENT INFORMATION SYSTEMS
- HUMAN RESOURCE MANAGEMENT
- GENERAL MANAGEMENT

GENERAL MANAGEMENT

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

| SUMMARY OF CONCENTRATIONS | |
|--|--|
| CONCENTRATION COURSE | PRE-REQUISITES |
| BANKING AND FINANCE | |
| SBFI6010 - Investment Analysis and Portfolio | SBCO6520 - Quantitative Methods and Statistical Techniques SBCO6110 - Financial and Managerial Accounting SBCO6130 - Economics for Managers SBCO6140: Financial Management |
| SBFI6020 - Advanced Corporate Finance | SBCO6520 - Quantitative Methods and Statistical Techniques SBCO6110: Financial and Managerial Accounting SBCO6130 - Economics for Managers SBCO6140: Financial Management |
| SBFI6030 - International Monetary Economics and Finance | SBCO6030 - Graduate Mathematics for Management Education SBCO6110 - Financial and Managerial Accounting SBCO6130 - Economics for Managers SBCO6140 - Financial Management |
| SBFI6040 - Management of Financial Institutions | SBCO6030 - Graduate Mathematics for Management and Education SBCO6110 - Financial and Managerial Accounting SBCO6130 - Economics for Managers SBCO6140 - Financial Management |
| CONCENTRATION COURSE | PRE-REQUISITES |
| INTERNATIONAL BUSINESS | |
| SBIB6010 - International Human Resource Management | SBCO6100 – Transformational Leadership and Management |
| SBIB6020 - International Business Management | SBCO360 - Business in a Global Environment |
| SBIB6030 - International Monetary Economics & Finance | SBCO6030 - Mathematics for Graduate Management Education SBCO6110 - Financial and Managerial Accounting SBCO6130 - Economics for Managers SBCO6140 - Financial Management |
| SBIB6040 - International Marketing & Export Strategy | SBCO6040 - Business Research |

| | |
|--|---|
| SBMI6020 - Electronic Commerce | NONE |
| CONCENTRATION COURSE | PRE-REQUISITES |
| MARKETING | |
| SBMA6010 – Marketing Research | SBCO6070 – Marketing for Managers |
| SBMA6020 – Consumer Behaviour | SBCO6070 – Marketing for Managers |
| SBMA3030 – Marketing Strategy & Product Policy | SBCO6070 –Marketing for Managers |
| SBIB6040 - International Marketing & Export Strategy | SBCO6070 – Marketing for Managers |
| CONCENTRATION COURSE | PRE-REQUISITES |
| MANAGEMENT INFORMATION SYSTEM | |
| SBMI6020 – Electronic Commerce | SBCO6170 – Business Analytics |
| MGMT6024 – IT Project Management | SBCO6170 – Business Analytics |
| SBMI6040 - Enterprise Data Management | SBCO6170 – Business Analytics |
| SBMI6050 – Business Systems Engineering | SBCO6170 – Business Analytics |
| CONCENTRATION COURSE | PRE-REQUISITES |
| HUMAN RESOURCE MANAGEMENT | |
| SBHR6010 – Human Resource Management | SBCO6100 – Transformational Leadership and Management |
| SBHR6020 – Industrial Relations & Negotiation Systems | SBCO6100 – Transformational Leadership and Management |
| SBHR6030 – Organisational Development & Change | SBCO6100 – Transformational Leadership and Management |
| SBHR6040 – Counselling for Human Resource Practitioners | SBCO6100 – Transformational Leadership and Management |

ELECTIVE Courses for CONCENTRATIONS

BANKING & 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 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.

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 (MNE or MNC). The fact that MNEs 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, 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.

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SBFI6030:

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 (MNE or MNC). The fact that MNEs 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.

MGMT6024:

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 Jamaica 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. SBMI6040: Enterprise Data Management (3 credits). The objective of this course is to give students a broad overview of managerial, strategic and technical issues associated with enterprise data management. The topics that will be covered include data management for transactional queries (database management systems), data management for strategic decision making (data warehousing), data quality, business intelligence, data governance, and data privacy and security. Students exposed to this course will bring the practical knowledge they gain throughout the course to the organization and will be able to transform these organisations by providing techniques for harnessing this data for improved strategic decision making.

SBMI6050:

Business Systems Engineering (3 credits)

The objective of this course is to provide students with a general introduction to Business Systems Engineering. The topics that will be covered include: Business Systems Engineering Life-Cycle; Socio-Technical Systems; Business Systems Requirements & Requirements Engineering Processes; System Models; Planning for Verification and Validation; The Open Source Development Model; Cloud Computing Service Models; Software Business Value.

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
- SBCO6070** Marketing for Managers
- SBCO6090** Legal and Regulatory Framework for Business
- SBCO6110** Financial & Managerial Accounting
- SBCO6130** Economics for Managers
- SBCO6140** Financial Management
- SBCO6520** Quantitative Methods & Statistical Techniques
- SBCO6190** New Ventures and Entrepreneurship
- SBCO6200** Business Policy & Strategy
- SBCO6160** Operations and Project Management
- SBCO6100** Transformational Leadership and Management
- SBCO6340** Business in a Global Environment
- SBCO6370** Management Information Systems

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 (3 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.

SBCO6070 Marketing for Managers (3 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 (0 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 (3 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.

SBCO6160 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 (3 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 Methods 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 100I),
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.

Master of Science in Corporate Finance

Entry Requirements

Applicants must:

- Hold a Bachelor's degree or equivalent from a university or college acceptable to the University of the West Indies, with GPA of 2.5 or higher and must have passed MGMT 2023 Financial Management 1 or an equivalent undergraduate finance course.
- Have a good grounding in quantitative subjects.
- Provide two letters of recommendation

NB:

- Applicants who are adjudged to have an insufficient background in a quantitative or financial management discipline may still qualify for entry into the programme, but will be required to pursue preliminary prerequisite quantitative or financial management courses.
- Applicants with a degree with a GPA lower than 2.5 will be considered under the following conditions:
 - Have professional experience in a finance related field with a minimum of 3 years work experience; and
 - Pass a departmental interview conducted by the School's Programme Admissions Committee

Mature matriculation: Students who do not possess a first degree can matriculate under the mature matriculation requirements of UWI. However, these persons will be limited to 10% of the cohort.. These applicants must possess a minimum of 10 years work experience in the field of finance and professional qualification, such as, ACCA. The mature entry requirements of UWI require applicants to submit official documentation certifying the successful completion of a course of study in the programme for which they are seeking admission.

Programme Information

This programme is designed to meet the current demands of the economic marketplace and provide participants with rigorous training to help develop proficiencies to find solutions to real-life financial situations. The focus of the MSc Corporate Finance is to provide technical training to persons who are interested in pursuing a career in the financial sector. It will provide rigorous technical academic training to persons who wish to have a career as a trader, financial analyst, corporate banker, risk analyst among others. It is particularly suited to graduates seeking to work in the areas of: corporate management, international financial management, investment services, brokerage, insurance, and commercial and investment banking. The programme covers the three key areas of finance: financial markets, financial institutions, and investments.

- The core objectives of the programme are as follows:
- To understand the fundamental concepts and tools of finance.
- To understand financial management concepts and tools required by managers to make investment decisions.
- To understand the importance of ethical financial governance to the sustainability of business firms, and the impact of the firm's decisions on all stakeholders.
- To apply financial management tools to the financing decisions and dividend decisions faced by the firm.
- To evaluate the interactions, from a governance perspective, between firm management, financial markets and stakeholders.
- To evaluate the risk profile of firms such as costs of capital, debt and equity capital, using financial data.
- To discuss the operations of the equity market, the bond market and the derivatives market, and the financial assets traded in each of these markets.
- To explain the global financial environment experienced by multinational corporations
- To evaluate complex financial problems by using quantitative methods and models to support managerial decision-making processes
- To demonstrate competency in Corporate Finance, Investments, Financial Institutions, and Risk Management to solve finance problems
- To prepare and analyse financial reports that will serve as an effective means of communication to stakeholders
- To value stocks, bonds, and derivatives using cutting-edge valuation methods

The programme will cater to a unique segment of the financial market, particularly students who have an interest in developing their financial skills to solve complex business problems and/or are interested in pursuing a career in the exciting and fast-growing field of finance. The MSBM Finance laboratory equipped with **Bloomberg terminals** will assist in providing 'first world' training and experience. Students will be strategically positioned for roles such as:

- investment banker
- financial analyst
- investment manager
- finance director

- project analyst
- stockbroker/securities trader
- fund manager
- financial planner
- consultant
- bank manager

Graduates will be equipped to work in the financial services, insurance, hospitality industry, health care, academic institutions, manufacturing and trade.

Duration of study:

The programme is offered over a period of 12 Months Full-Time & 24 Months Part-Time.

CORE COURSES

SBFI6020: Advanced Corporate Finance (3 credits)

SBCO6170: Business Analytics (3 credits)

SBCO6340: Business in a Global Environment (3 credits)

SBFI 6060: Corporate Finance and Valuation

SBCO6110: Financial and Managerial Accounting (3 credits)

SBFI6030: International Monetary Economics and Finance (3 credits)

SBFI6010: Investment Analysis and Portfolio Management (3 credits)

SBFI6040: Management of Financial Institutions (3 credits)

SBCO6520: Quantitative Methods and Statistical Techniques (3 credits)

SBFI 6050: Theory of Finance

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 Procurement in the Caribbean region.

COURSE DESCRIPTION

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.

SBCO6170: Business Analytics (3 credits)

This course examines the ways in which enterprises such as businesses, non-profits, and Governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among

other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for a range of world-leading companies. With the increasing availability of broad and deep sources of information so-called "Big Data"-business analytics are becoming an even more critical capability for enterprises of all kinds.

SBCO6340: Business in a Global Environment (3 credits)

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

SBFI 6060: Corporate Finance and Valuation

This course focuses on the core valuation concepts, tools and skills in valuing a business and assets. The course covers the various methods of corporate valuation and provides a practical framework for valuing firms and businesses.

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.

SBFI6030: 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.

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.

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.

SBCO6520: Quantitative Methods 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.

SBFI 6050: Theory of Finance

This course will provide a solid foundation to the theory of finance. This course covers the core theory, concepts, tools and skills in finance. An introduction to utility theory, arbitrage, portfolio formation, option pricing, and efficient markets are covered. Generalised measures of risks, mean variance analysis and the capital asset pricing model are introduced.

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 Corporate Finance in the Caribbean region.

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.

Master of Science in Logistics and Supply Chain Management

Entry Requirements

Applicants must possess first degrees at honours level or equivalent qualifications acceptable to the Board for Graduate Studies with GPA of 2.5 or higher, The University of the West Indies, Mona. Have professional experience in a management, economics or engineering (example - operations manager) related field with a minimum of 3 years work experience; and Pass a departmental interview conducted by the School's Programme Admissions Committee

Programme Information

The programme will cover principles and tools that can be employed to help to achieve these outcomes; especially in the context of the peculiarities of Jamaica and the Caribbean. Areas of focus in this programme include: logistics management strategy, operations management and business analytics and inventory management. The MSc. in Logistics and Supply Chain Management programme seeks to provide students with a graduate education that will enhance their leadership careers in the field of Logistics and Supply Chain Management. Develop managers and professionals with knowledge and expertise in logistics, operations management and supply chain management to design and manage efficient and effective supply chains. Also provide students with relevant insights in market needs, planning and controlling flows, required to analyse logistical performances and the implementation of new logistical approaches.

Duration of study:

The programme is offered over a period of 12 Months Full-Time & 24 Months Part-Time.

CORE COURSES

SBCO6170: Business Analytics (3 credits)
SBCO6520: Quantitative Methods and Statistical Techniques (3 credits)
SBCO6110: Financial and Managerial Accounting (3 credits)
SBCO6340: Business in a Global Environment (3 credits)
SBCO6160: Operations Management (3 credits)
SBLM 6010: Supply Chain Management and Strategy
SBLM 6020: Global Supply Chain Management
SBPM 6040: Inventory Management
SBLM 6040: Logistics Supply Chain Management and Sustainability
SBLM 6060: Transportation Strategy and Management
SBLM 6050: Supply Chain Simulation and Modelling
MGMT6010 Research Project

COURSE DESCRIPTION

SBCO6170: Business Analytics (3 credits)

This course examines the ways in which enterprises such as businesses, non-profits, and Governments can use data to gain insights and make better decisions. Business

analytics is applied in operations, marketing, finance, and strategic planning among other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for a range of world-leading companies. With the increasing availability of broad and deep sources of information — so-called “Big Data”—business analytics are becoming an even more critical capability for enterprises of all kinds

SBCO6520: Quantitative Methods 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.

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.

SBCO6340: Business in a Global Environment (3 credits)

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

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.

SBLM 6010: Supply Chain Management and Strategy

The supply chain consists of many operational processes that create value for the firm. The course introduces strategies and practical tools necessary to manage and solve supply chain problems. The course will expose students to the challenges involved in managing supply chains and the complexity of inter-firm and intra-firm coordination. That is the student will be exposed to leading edge thinking on supply chain strategy as well as practical tools and methods for its implementation. The course will also provide the student with qualified knowledge on the different aspects of the strategic role that supply chain management has in many of today’s businesses. It deals with the opportunities, risks and operations of the supply chain management function in an industrial setting.

SBLM 6020: Global Supply Chain Management

Today's global organisations are looking for leaders who can integrate all functions related to supply chains. A global supply chain refers to the network created among different worldwide companies producing, handling, and distributing specific goods and/or products. Jamaica and the rest of the Caribbean exist within this global space; a reality that demands that the courses offered at The University of the West Indies should have a global reach and global application. Global Supply Chain Management is one of the courses that seeks to prepare students to respond to and navigate the challenges, while maximising the opportunities that accompany the global reach in marketing, distribution and the management of various operations. The course therefore examines a number of the tools and strategies that can be employed in ensuring that customers at all levels receive the right products and services, at the right price and at the right time, while conforming to the agreed global standards. The primary goal of this course is to provide a broad overview of supply chain management from an international perspective. Among the issues covered are facility location, sourcing decisions, global environments, effects of global SCM on import/export decisions, role of inventory management, effect of government policies on global SCM.

SBPM 6040: Inventory Management

Inventory management works hand in hand with the procurement management function to ensure the availability of supply of inputs for operations and infrastructure. Since spending on the procurement of inputs often consumes the lion's share of the organisation's budget, inventory management is an equally essential function of both commercial and non-commercial organisations. Poor inventory management, resulting in unavailability of inputs can be profoundly damaging to organisational productivity. On the other hand, since inventory is expensive to obtain and store, overstocking can also have a negative impact on the bottom line.

Good management of inventory therefore, enables companies to improve their customer service, cash flow and profitability. This is the case with both private and public sector entities, thus the importance of inventory management in both sectors.

SBLM 6040: Logistics Supply Chain Management and Sustainability

Logistics Management is the part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. Logistics deals with the management of material flow, information flow and financial flow that cut across multiple business entities. The coordination and integration of these flows both within and across companies are critical to compete successfully in today's market place. The course exposes students to a practical and managerial approach to logistics supply chain management in areas such as sustainable logistics practices, leadership in a supply chain role, emerging trends in logistics, key performance indicators, and an introduction of technology into logistics management.

The course will expose students to sound principles and techniques of inventory management and will provide explanation on how this function is connected to other

aspects of procurement management, supply chain management and other areas of management.

SBLM 6060: Transportation Strategy and Management

Transportation is an essential activity in the logistics function, supporting the economic activities of organisations and countries. It is therefore important that transportation is not treated as only an operations component, but also an important strategic component of an effective logistic and supply chain management framework. This course brings to the forefront the benefits of the use of more than one modes of transportation in the movement of goods and services. It addresses the core issues that will ensure smooth transfer of cargo from the point of origin to destination. The course will examine the characteristics and operation of intermodal transportation systems from several perspectives, including the importance of transportation costs, transportation security, global transportation network, regulatory framework, infrastructure, hazardous materials, risk assessment, national and international freight transportation system, global collaboration public policy considerations, safety, and methodologies related to the analysis of transportation.

SBLM 6050: Supply Chain Simulation and Modelling

Simulation provides the means for an organization to analyse and evaluate existing supply chain processes in a virtual environment and therefore, reducing the time and cost that would normally be associated with the physical space. Through simulation models, organizations can identify individual events that make up the entire supply chain system and incorporate uncertainties such as machine breakdowns that might occur and therefore evaluate the system in its entirety. The overall objective of the course is to expose students to the modelling tools and important issues for designing and operating supply chains. The course will allow students to practice modelling and simulating a multi-level supply chain. Some of the main topics covered include: conceptual framework for supply chain simulation, simulation methods and techniques, main concepts of system dynamics, bull -whip effects in supply chains, and modelling a traditional supply chain by using by using casual loop diagrams. This course is designed to teach advanced concepts in supply chain design, demand forecasting, resource allocation, and production planning. It gives students an opportunity to design and manage the supply chain of an organization. It will also allow students to understand and mitigate risks and bottlenecks that may occur due to lead times, demand fluctuations and processing time abnormalities, which are not noticeable in an optimization model.

MGMT 6010: Research Project

Students are required to complete a Research Project by the end of the year. They will be required to identify a research topic in Logistics and Supply Chain Management within a business firm and use the tools, principles and skills covered in the programme to solve this problem. The programme's research is paper intended to provide practical experience for the students with the opportunity to devise solution for a local problem within an organisation.

Master of Science in Marketing and Data Analytics

Entry Requirements

Applicants should have:

- i. A bachelor's degree or its equivalent in a relevant discipline, from a university or college acceptable to the University of the West Indies, with a GPA of 2.5 or higher. Applicants with a GPA lower than 2.5 will be considered if:
 - They have at least (2) years working experience in marketing or a related areas and have professional qualification in a related area
 - They are successful at an interview conducted by a selected panel determined by the School; and
 - They are able to produce two acceptable letters of reference
- ii. **Mature matriculation:** Students who do not possess a first degree can matriculate under the mature matriculation requirements of UWI. However, these persons will be limited to 10% of the cohort (or 2 students from a cohort of 20). They must possess a minimum of 10 years work experience in the field of marketing. The mature entry requirements of UWI require applicants to submit official documentation certifying the successful completion of a professional course of study in the discipline for which they are seeking admission

Programme Information

The programme is targeted at graduates from the general business and management-related discipline. The programme is aimed at producing marketing professionals who are able to make marketing decisions based on quantitative analysis. Participants will be provided with a strong grounding in the analytical tools needed to flourish in today's rapidly evolving, information-driven business environment.

AIMS AND OBJECTIVES:

- i. The MSc. in Marketing and Data Analytics provides students with a theoretical foundation of marketing and introduces students to a range of business modelling approaches relevant to marketing decisions. Understanding marketing analytics allows marketers to strengthen business practices by focusing their time, energy and resources on the right products and the right customers. In this competitive environment, with its ever increasing amount of data, businesses that can make sense of the flow of information will hold a competitive edge in the marketplace.
- ii. The MSc. Marketing and Data Analytics programme seeks to:
 - Equip students with the latest analytics tools to analyse and interpret data, forecast future trends, streamline decisions and optimize a course of action.

- Equip students to apply descriptive, predictive and prescriptive modelling techniques to help organizations improve performance, explore alternatives, and anticipate and shape business outcomes in the rapidly changing economic environment.
 - Develop marketing managers and professionals with knowledge and expertise to fast-track a career in a variety of industries and sectors including manufacturing companies, energy, healthcare delivery, banking, marketing and government.
- iii. Students in the MSc. in Marketing and Data Analytics degree programme will study industry best practices and new technologies in Marketing Management and Business Analytics.

On graduation, students will be able to:

- Explain how data mining is changing the way businesses understand their consumers and make decisions.
- Describe the roles of data mining information about consumers to enhance business decision-making.
- Develop an in-depth understanding of the theoretical foundations of marketing and the application of business modelling in Marketing Management; the analysis of marketing decisions, business statistics and forecasting; and marketing research methods.
- Develop the capabilities and creativity to design solutions to marketing and business problems using a range of business analysis techniques using adaptable and innovative methods.
- Apply data mining techniques to improve customer relationships in marketing and other business organizations

Duration of study:

The programme is offered over a period of 12 Months Full-Time & 24 Months Part-Time.

CORE COURSES

- SBCO6110: Financial and Managerial Accounting (3 credits)
- SBCO6170: Business Analytics (3 credits)
- SBCO6340: Business in a Global Environment (3 credits)
- SBCO6520: Quantitative Methods and Statistical Techniques (3 credits)
- SBMA6020: Consumer Behaviour (3 credits)
- SCO6070: Marketing for Managers (3 credits)
- SBMA6030: Marketing Strategy & Product Policy (3 credits)
- SBMA6050: Marketing Analytics and Modelling (3 credits)
- SBMA6060: Consumer Analytics (3 credits)
- SBMA6070: Data Mining for Marketing and Sales (3 credits)
- SBMA6080: Managing Service Quality (3 credits)
- MGMT6010 Research Project

COURSE DESCRIPTION

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.

SBCO6170: Business Analytics (3 credits)

This course examines the ways in which enterprises such as businesses, non-profits, and Governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for a range of world-leading companies. With the increasing availability of broad and deep sources of information — so-called “Big Data”—business analytics are becoming an even more critical capability for enterprises of all kinds.

SBCO6340: Business in a Global Environment (3 credits)

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

SBCO6520: Quantitative Methods 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.

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.

SCO6070: Marketing for Managers (3 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.

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.

Marketing Analytics & Modelling

Course Description

This course will focus on developing marketing strategies driven by quantitative analysis and modelling. Topics covered include market segmentation, market response models, customer profitability, social media, paid search advertising, product recommendation systems, mobile geo-location analysis, media attribution models, and resource allocation. The course will draw on and extend students' understanding of issues related to integrated marketing communications, pricing, digital marketing, and quantitative analysis. The course will use a combination of cases, lectures, and a hands-on project to develop these skills

Consumer Analytics

Course Description

This course will utilize data analytics to learn about and market to individual customers. Many firms have extensive information on customers but very few firms have the expertise to intelligently act on such information. This course will therefore be focused on the scientific approach to marketing with hands-on use of technologies such as databases, analytics and computing systems to collect, analyse, and act on customer information. The goal is not to produce experts in statistics; rather, students will gain the competency to interact with and manage a marketing analytics team. The course uses a combination of lectures, cases, and exercises to learn the material. This course takes a very hands-on approach with real-world databases and equips students with tools that can be used immediately on the job.

Data Mining for Marketing and Sales

Course Description

Data mining has emerged as a growing field that is concerned with developing techniques to assist managers to make intelligent use of the rapid increase of data. It is the process of analysing data from different perspectives and summarizing it into useful information. Data mining identifies trends, patterns, and relationships, which might otherwise have remained hidden. Emphasis will be placed on how to extract and apply business intelligence to improve business decision making and marketing strategies. The course will take advantage of online social media content from various applications, such as social network analysis, customer segmentation, customer relationship management (CRM), and web mining. The course will provide students with exposure to data mining tools, and application of data mining techniques to improve marketing, and sales.

Managing Service Quality

Course Description

Services are intangible and perishable experiences that cannot be re-created in a standard manner as products. This makes the quality of services a challenging prospect, particularly as the interaction between the service provider and the customer is varied. This course exposes the student to service strategies and systems as efforts are made to manage service quality. The hospitality industry is utilized to evaluate the service encounter and illuminate best practices in the service environment.

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 Marketing and Data Analytics in the Caribbean region

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.

Master of Science in Procurement Management

Entry Requirements

Applicants must:

- Hold a Bachelor's degree or equivalent from a university or college acceptable to the University of the West Indies, with GPA of 2.5 or higher

NB: Applicants with a GPA lower than 2.5 will be considered if:

- They have at least (2) years working experience in marketing or a related area and have professional qualification in a related area
- They are successful at an interview conducted by a selected panel determined by the School; and,
- They are able to produce two acceptable letters of reference

Mature matriculation:

Students who do not possess a first degree can matriculate under the mature matriculation requirements of UWI. However, these persons will be limited to 10% of the cohort. These applicants must possess a minimum of 10 years work experience in the field of Procurement and relevant professional qualifications in the area. The mature entry requirements of UWI require applicants to submit official documentation certifying the successful completion of a professional course of study in the programme for which they are seeking admission.

Programme Information

The programme will cover issues dealing with: procurement and contract administration, inventory management, government contracts, ethics and social responsibility.

The Master's degree in procurement management is ideally suited for individuals who are already carrying out procurement or related functions in their organisation and are seeking to strengthen their expertise in the field. However, persons who are seeking to establish a career in the area of procurement management should also find the programme useful.

At the end of the programme, participants will have acquired a wide spectrum of knowledge and skills covering:

- Internationally accepted principles governing sound public procurement systems
- legislative and regulatory frameworks for successful discharge of the functions of a modern procurement system
- Economic theory, assessment tools, techniques of financial analysis and accounting standards relevant to procurement operations

- Strategies and instruments for embedding social, environmental and human rights provisions at the relevant steps of the procurement process
- Promotion of corporate social responsibility through public procurement
- Execution of the procurement process for goods, works and services including innovative contracting modalities like public private partnerships and e-procurement
- Design of systems for the prevention and detection of fraud and corruption in public procurement

With an MSc in Procurement Management, students will be strategically positioned for the role of procurement managers in both the public and private sectors. It is hoped that as the programme evolves, the degree will become portable so that students can also work internationally.

Duration of study:

The programme is offered over a period of 12 Months Full-Time & 24 Months Part-Time.

CORE COURSES

SBCO6110: Financial and Managerial Accounting (3 credits)

SBCO6170: Business Analytics (3 credits)

SBCO6340: Business in a Global Environment (3 credits)

SBCO6520: Quantitative Methods and Statistical Techniques (3 credits)

SBPM 6010: Strategic Sourcing

SBPM 6020: Global Procurement and Contract Administration

SBPM 6040: Inventory Management

SBPM 6050: Ethics, Corporate Social Responsibility and Sustainability

SBPM 6060: Procurement Law & Policy

SBMI6020: Electronic Commerce (3 credits)

MGMT6010 Research Project

COURSE DESCRIPTION

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.

SBCO6170: Business Analytics (3 credits)

This course examines the ways in which enterprises such as businesses, non-profits, and Governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among

other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for a range of world-leading companies. With the increasing availability of broad and deep sources of information—so-called “Big Data”—business analytics are becoming an even more critical capability for enterprises of all kinds.

SBCO6340: Business in a Global Environment (3 credits)

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

SBCO6520: Quantitative Methods 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.

SBPM 6010: Strategic Sourcing

Sourcing is the set of activities involved in procuring goods and services from one firm to another. Strategic sourcing enhances efficiency and value by impacting the profitability of organisations. In this course, students will learn how to develop and implement a procurement strategy that aligns with the organisations strategic objectives. Students will enhance their knowledge of strategic sourcing and how sourcing decisions help procurement managers to leverage critical assets and maximise return on operating assets. Overall, the course will expose students to leading edge concepts and principles in strategic sourcing as pursued by leading edge firms. The main topics covered in the course include: Sourcing and contracting strategies, purchasing, procurement, and strategic sourcing, managing sourcing and procurement processes, strategic sourcing and delivering customer value, and risk and the sourcing process.

SBPM 6020: Global Procurement and Contract Administration

Businesses are facing rapid changes, both externally and internally. These are due to an increased focus on sustainability and corporate responsibility in the context of technological advances, geo-political and macro-economic perturbations and demographic shifts. Among the internal changes are new purchasing strategies, organisational restructuring, shifting roles and responsibilities, greater use of technology and new skills requirements in the context of greater demand for efficiency on the part of every aspect of the business. At the same time all organisations are faced with changing ideologies in relation to issues such as free and fair trade, greater demands for accountability from consumers, regulators and international partners, as they operate in an increasingly dynamic and competitive environment.

SBPM 6040: Inventory Management

Inventory management works hand in hand with the procurement management function to ensure the availability of supply of inputs for operations and infrastructure. Since spending on the procurement of inputs often consumes the lion's share of the organisation's budget, inventory management is an equally essential function of both commercial and non-commercial organisations. Poor inventory management, resulting in unavailability of inputs can be profoundly damaging to organisational productivity. On the other hand, since inventory is expensive to obtain and store, overstocking can also have a negative impact on the bottom line.

Good management of inventory therefore, enables companies to improve their customer service, cash flow and profitability. This is the case with both private and public sector entities, thus the importance of inventory management in both sectors.

The course will expose students to sound principles and techniques of inventory management and will provide explanation on how this function is connected to other aspects of procurement management, supply chain management and other areas of management

SBPM 6050: Ethics, Corporate Social Responsibility and Sustainability

The purpose of this course is to help students improve their ability to make ethical decisions in business by providing them with a framework that they can use to identify, analyse, and resolve ethical issues in business decision making. In addition to individual decision making, business ethics and social responsibility are important parts of business strategy. Issues such as conflicts between personal values and organisational goals; the role of sustainability in business strategy; and the importance of stakeholder relationships, corporate governance, and the development of ethics programmes and an ethical culture in an organisation will be discussed.

This course engages consideration of these issues both at the level of thought and practice. It will allow the student to explore his/her own personal value system, that of the people around them and that of people and group that operate in public life. At the end of the course, the student will be in a better position to evaluate the ethical basis for his/her actions as well as the actions of others.

SBPM 6060: Procurement Law & Policy

Procurement is a multi-stage process that begins with the identification of a need on the part of an organisation, proceeds through the specification, sourcing and identification of the goods to its ultimate receipt in the organisation. By some definitions, it may also involve the disposal of goods at the point of obsolescence. It is a significant function in an organisation to the extent that they incur enormous expenditures acquiring the goods and services needed to carry on business.

Procurement involves a contracting function. To that extent some elements of the function is covered under the broad heading of commercial law or the law of contract. However, a good deal of procurement law has emerged as a consequence of new thinking in relation to international free trade and is embodied in the evolving protocols developed by international agencies such as the World Trade Organisation. The expansion of economic unions and global free trade areas has also given significant impetus to negotiated procurements rules for procurement. In more recent years the expansion of electronic commerce has stimulated the passing of electronic

transactions act, focused primarily on facilitating fair and transparent procurement, primarily in the public domain.

The course is designed for business managers who will be responsible for examining the laws, regulations and public policy covering procurement.

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.

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 Procurement in the Caribbean region.

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 Share-holder 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.

**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 entry requirements for the MSc Degree programme are a Bachelor's degree or equivalent in the Social Sciences with at least an Upper Second Class Honours Degree and relevant work experience.

Maximum Capacity

The MSc Degree programme can accommodate 25 students maximum.

Programme Information

The MSc Development Studies is a new and exciting one year and a summer full-time (two years part-time) programme coming from the Sir Arthur Lewis Institute of Social and Economic Studies (SALISES). It replaces the previously taught degrees in Governance and Public Policy, Economic Development Policy and Social Policy. The MSc in Development Studies truly fulfils the UWI's strategic vision geared towards producing the ideal graduate with the requisite leadership training and an interdisciplinary grasp of the social sciences.

In addition to a firm grounding in contemporary social, political and economic affairs, the degree features a novel leadership seminar, a practical in-course approach to research methodology and a very useful technical writing seminar. Significant space is made available for the selection of electives from across the UWI, so that prospective candidates can, with the assistance of the SALISES faculty, design their own degree to suit existing or prospective job requirements.

CORE COURSES

SALI6200 Understanding Contemporary Society and Development: Theories of the Present

SALI6012 Research Methods in the Social Sciences

SALI6031 Techniques of Applied Social Statistical Analysis

SALI6060 Research Paper

SALI6205 The Global Political Economy

SALI6206 Small States' Development: Challenges and Opportunities

SALI6203 Leadership Seminar

SALI6023 Monitoring and Evaluation

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.

SALI6012 Research Methods in the Social Sciences (3 Credits)

In this course the student will become acquainted with social research methodologies such as survey and field research, questionnaire design, content analysis, analysis of existing data, focus group, individual and group observation (including participatory observation) etc. The course will also introduce students to the safeguards against errors in both data collection and data analysis and reporting. In addition, the course will draw the attention of students to an important but often neglected aspect of social research, i.e. ethical issues in social research, covering such topics as voluntary participation, anonymity and confidentiality and the need to adhere to professional code of ethics. How each method is, or may be, related to contemporary policy issues will be an integral part of the course.

SALI6031 Techniques of Applied Social Statistical Analysis (3 Credits)

This course is primarily geared toward enhancing students' abilities to use and interpret statistical data in social research and decision-making contexts based upon their engagement with elementary and intermediate-level statistical techniques. Students will be exposed to elements of descriptive and inferential statistics in the context of questions and problems that emerge in applied social settings and policy-relevant studies. In this regard, the relevance of univariate, bivariate and multivariate statistics will be highlighted and reinforced especially as tools for social decision-making. The course recognizes the theoretical foundations that underlie statistical decision-making in applied research and introduces students to essential laws, theorems and theoretical distributions that are critical in informing such decisions. Additionally, students are exposed to discussions and practical scenarios that will enable them to appreciate the utility of associated statistical measures, their computation and their interpretation. This should enable students to use appropriate socio-economic statistics in needs assessments to determine needs and in the formulation, development and implementation of development policy. As such,

exposure to this course would enhance students' capacity to function in policy and related environments without requiring further training from their employers. Students will also be introduced to SPSS in order to enhance their skills in data management, data manipulation, data analysis and the interpretation of SPSS output.

SALI6060 Research Paper (3 Credits)

SALI6205 The Political Economy of Small States (3 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 the congealing environment within which states and other actors operate. This course presents a broad overview of the global economic and political architecture which establishes the context within which small states operate. It also facilitates general insight into the regime-making of major global institutions by exposing students to the main intellectual perspectives and approaches that legitimize as well as underpin them.

Students gain an analytic appreciation of the evolution of the global system and the main regulatory structures that exist as well as the distribution of power within the system. They will also leave with an understanding of the main theoretical perspectives underpinning the system and their evolution over time. Ultimately, students will benefit from a rounded understanding of the workings of the global economic and political system and how this shapes small states' policy options. An appreciation of such interaction shall provide the basis for a better understanding of the policy context within which small states operate. The course follows an interdisciplinary approach, drawing on faculty trained in economics, politics, international relations and sociology. It is designed so as to attract students from all disciplines within the Faculty of Social Sciences.

SALI6206 Small States' Development: Challenges and Opportunities (3 Credits)

This course locates small states and their insertion in the global political economy at the centre of its analytical focus. It explores the relationships between small states and the broader global institutions and the challenges and opportunities that these present. This will be illustrated by way of a more focused examination of a range of issues covering the main social sciences disciplinary framework. Small states and the space they occupy in the global political economy, including their attempts to theorize their own experiences, are thus the main focus of the course. A broad range of issues are identified, covering the main disciplinary areas—political, social, economic and environmental—in order to present a multi-disciplinary perspective on the main challenges and opportunities with which they are confronted. Each year, a more limited selection of these issues will be made on which the course discussions will be focused. The perspective adopted will be broadly comparative, drawing on a range of constitutional typologies—formally independent, semi-autonomous and

independent—across different geographic regions. A discussion of their national approaches will be supplemented by analysis of their experiences in addressing these regionally, and the regional organizations they have created to do so. These experiences will be explored through seminar presentations, research papers and audio visual presentations based on a selection from the themes listed.

Students are expected to view small states experiences through an inter-disciplinary lens, which would strengthen their competence to make appropriate policy responses. The course follows an inter-disciplinary approach, drawing on faculty trained in economics, politics, international relations and sociology. It is designed so as to attract students from all disciplines within the Faculty of Social Sciences.

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.

SALI6023 Monitoring and Evaluation (3 Credits)

In recent times, monitoring and evaluation have been embraced throughout public and private institutions as they seek to achieve accountability and demonstrate results. SALI6023, therefore, seeks to address this need by, imparting a theoretical and applied orientation to the discipline of Monitoring and Evaluation and demonstrating these through the understanding and application of M&E theory. It is specially designed to impart knowledge relevant to the policy, programme and project environments while meeting the monitoring and evaluation needs of a wide range of organisations including government, the private sector and international developmental agencies.

MPhil/PhD

Entry Requirements

The entry requirements for the MPhil Degree programme are a Master's degree or equivalent in the Social Sciences. A Bachelor's degree or equivalent in the Social Sciences with at least an Upper Second Class Honours (3.0) and relevant work experience may be considered. Applicants are required to submit a short research proposal with their application form 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 entry requirements for the PhD Degree programme are a completed postgraduate qualification (MPhil) or upgrade from the MPhil Degree programme and relevant work experience. Applicants are required to submit a short research proposal with their application form which will be considered by the Institute's Entrance Committee.

Maximum Capacity

The MPhil/PhD Degree programme can accommodate 25 students maximum.

Programme Specializations/Options:

Social Policy; Economic Development Policy; Governance and Public Policy

Programme Objectives:

The MPhil/PhD Degree programme is research-oriented.

Candidates are required to:

1. Show a scholarly knowledge of the theoretical background of the subject;
2. Write clearly in a logical and ordered fashion;
3. Display a competent use of appropriate research methods and techniques;
4. Demonstrate an ability to critically analyze and independently evaluate the relevant literature and related material; and
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 Credits)

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 6052 Specialized Research Methods (3 Credits)

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 Credits)

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)
Year of Submission
Department of
Faculty of
Campus

Author's Name in Full²

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

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>Natural Sciences</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>Arts</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>Education</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 they should consult with the Programme Coordinator.
2. If the issue is not resolved at that level, then they 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/caribbeanscholarshipstoday>

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